



Human Rights and Social Justice DAM Sector Strategy [2009 – 15]

Strategic Vision:

Envision a society promoting rights and justice with prevailing conditions to live a life with harmony and dignity, annihilating discrimination among human beings

Strategic Benchmark:

By 2015, at least 50% of the disadvantaged groups of people in the target areas would have increased access to the services for which they are entitled.

Increased institutional capacity and accountability of both public and private sector is visible in protecting rights of the deprived communities.

Key organizational units of DAM are equipped with professional capacity decentralized planning and adequate quality assurance measures.

Dhaka Ahsania Mission 2009

Table of Contents

1.0 Introduction:	3
2.0 Context:	3
3.0 DAM’s Experience and Capacity:	4
4.0 Rationale:	5
5. Strategic Framework:	6
5.1 Strategic Vision:	6
5.2 Strategic Benchmark:	6
5.3 Geographical Coverage:	7
5.4 Core Strategies:.....	7
5.4.1:Community Capacity Building:.....	7
5.4.2.Institutional Capacity Building.....	8
5.4.3. Advocacy:.....	9
5.4.4. SERVICE DELIVERY.....	10
Activities to be performed related to the target groups.....	11
Activities at the national context.....	11
Other relevant activities.....	11
5.5 Stakeholders and roles at various levels:	12
5.6 Partnership and Networking:	13
6. Interventions (Target group, major activities and expected results):	14
6.1 Protection and Participation:.....	14
6.2 Entitlement:	15
6.3 Social Justice	16
6.4 Human Trafficking	17
7. Management, Coordination and Quality Assurance:	18
7.1 Specific roles of DAM’s Divisions & Institutions:.....	18
7.2 Inter Sectoral Coordination and Team Building:.....	18
7.3 Quality Assurance and Monitoring:.....	19
8. Research, Documentation and Knowledge Management:	19
9. Way Forward:	20

1.0 Introduction:

All human beings have the right to live with dignity at all times, regardless of their legal, social or political status. Human rights are not gifts to be bestowed at the whims or fancies of anyone or a privilege, an act of grace or charity. Equity and justice are at the heart of all human rights. Living with dignity and without fear are basic human needs. It includes all fundamental rights as per Bangladesh Constitution, such as adequate food, safe water and health, fair treatment, congenial environment under the law, a shelter, etc. From a basic human rights perspective, all people are entitled not to starve, not to suffer from preventable disease, to have opportunity to better their economic condition, to have access to knowledge and information, and to decide on anything that affects their life. Policies and programs, which rest primarily on a perception of need and powerlessness, subtly reinforce the powerlessness of the recipients who are seen as being given justice rather than as receiving their rights. The recognition of entitlement is in itself an act of empowerment. Recognizing the fact that each and everyone are entitled to rights constitutes the crucial step towards self-development. The ability of the poor and marginalized to break the veils of oppressive fear and injustice is the key to any process of socio political and economic empowerment. This process of empowerment requires a rights based perspective and to create an enabling environment for people to realize their own potential to change their lives.

This strategy document is prepared to give a broader outline and specific guidance for strategic intervention and choice. This is a comprehensive document and also has elements of synergy with other relevant programs and policy documents.

This strategy paper has been developed in consistent with the perspective plan of Dhaka Ahsania Mission. The document consisting of 9 chapters dealing with context, strategic framework, focus, intervention strategy, human resource development, priorities of action and monitoring framework and resource mobilization for future programmatic interventions.

2.0 Context:

Human rights are universal, indivisible and interdependent is stated clearly right from the UN charter to the UDHR and affirmed in subsequent instruments. It was reaffirmed in article 5 of the 1993 Vienna Declaration and Programme of Action. The individual must be able to enjoy freedom from want as well as freedom from fear. Respect for the dignity of an individual cannot be ensured without that person enjoying all rights. Entitlement and access to basic social services is precondition to maintain a standard of living and state has the obligation to guarantee these for all citizens. As duty bearer state should ensure that all public services, with appropriate institutional arrangement deliver the services to its citizens. Of these services some of the basic and essentials are food, clothing, shelter, health, education and security. The constitution of Bangladesh endorsed these requirements as rights of all citizens. The long term poverty reduction and social development strategy of Bangladesh (Poverty Reduction Strategy Paper) has drawn a road map towards achieving the reduction of income gap and building human and social capital through creating options of livelihood opportunities, reducing gender discrimination, making quality education, environment sustainability and other public services available for all citizens.

Women's social and cultural status is lower than men. Early marriage, dowry, polygamy, domestic violence and trafficking often ruin women's as well as children's lives. Though new laws are enacted for women and children, the disadvantaged sections of them are deprived of it mainly because of lack of adequate knowledge of rights, their poverty, due to lack of societal support towards them, lack of implementation of existing laws and those make them prime object of violence and oppression and inadequate access to the existing judicial system. Men are also deprived from getting the available resources of the local level even

than they've no knowledge about the enjoyment of resources which are their rights. Gender discrimination is evident across all levels.

Entitlement and access to basic services is precondition to maintain a standard of living and state has the obligation to guarantee these for all its citizens. As duty bearer, state should ensure that all public services, with appropriate institutional arrangement deliver the services to its citizens. Of these services some of the basic and essentials are food, clothing, shelter, health, education and security. The Constitutions of Bangladesh endorsed these requirements as rights of all citizens. However, the reality check of the PRSP commitment of achieving the target is different. The poverty index still shows that about 49% of population is still living under absolute poverty bracket though the trend of human poverty has a positive improvement. Rural urban migration every year is increasing at a faster rate, deprivation of children from basic education is a big concern and status of public utility service delivery is in fragile mode. Women and children are the worst victim of this deprivation syndrome. Many of them are not even aware of their rights and entitlements to the available local public utility/social services. The voices of the majority marginalized people especially women are still unheard and hardly there is any participation in the decision making process both at the micro (local government) and macro (national government) level. The flow of information about the public services is not open and even there is access block to information for the unorganized voiceless people. The accountability of the local government representatives and the system is still a question. The public service agencies at the grassroots are less functional and transparent to people. The consequences are that the denial of rights persists and the poor becomes poorer.

Poverty and lack of societal support makes the people prime object of trafficking and continue to face various forms of violence and oppression. Limited access to basic services particularly available information of the local resources, information dissemination, entitlement, social justice, legal support & protection of the deprived & helpless people have to confront with the terrible situation in consequence thereof they are subjected to migration from their root and also become victims of trafficking and face various forms of violence, harassment and degradation.

To protect from exploitation and abuse is also not enforced due to organizational inadequate capacity of the law enforcing agencies. Rescue is a thorny issue, repatriation is also a much delayed, bureaucratic and complicated process, returning of survivors may have problems in adjusting in rehabilitation programs. As a result, some social practice, which are detrimental for their status in society. All these factors make people vulnerable and easy target of traffickers, violators and abusers.

3.0 DAM's Experience and Capacity:

Dhaka Ahsania Mission (DAM) is one of the vibrant civil society organizations in Bangladesh working since 1958 for the destitute and disadvantaged section of the society, specially women and children. In the process of continued effort to serve the disadvantaged and deprived people, DAM has now grown into a large organizational entity. It is now a collective endeavor of thousands of people with more than 3000 committed professional and 20,000 dedicated volunteers. Headquartered in its fully equipped own building all operations of DAM are organized under six divisions such as Program, Finance and Accounts, Administration and HRM, Training and Materials Development, Resource Mobilization Unit and Research. DAM operates through 114 field offices for different projects and program in the geographical areas of south, southwest, central, north and north-east, the coastal, the flood plains and the hills. The multitudes of program activities are categorized in five broad themes: Livelihood, Health, Education, Human Rights and Social Justice. Environment, gender are being addressed as cross cutting themes. Response to the needs of the poor and deprived people, the organization has positioned as one of the leading national NGOs

working 55 districts covering 1.5 million populations. The same vigor and commitment led DAM to transcend beyond national boundary and became one of the oldest Bangladeshi NGO with international presence. Till now DAM has registered it in the UK, USA, India and Pakistan.

Over the years, it has implemented the activities like elimination of child labor, awareness for the community people for upholding human rights, reduction of violence rate, trafficking prevention program, vocational training and employment for target people to empower them and training to the identified violators of human rights. Building network and strengthening capacity of local bodies and institutions and working for activating the public structures, mechanisms and service providers. A shelter home has also established by DAM having provisions to accommodate, take care, provide basic support for survival and arrange for social integration for vulnerable women and children. Ganokendra and Community Resource Centers (CRC) are also playing the vital role to combat violation of human rights in the local level.

To reduce the traumatic situation of the rescued, repatriated victims, implemented an integrated project called "Quality Assurance in Mental health Care System for Survivors of trafficking and Violence". It was an integrated intervention not only incorporated the development of the situation of the recipients' mental situation but also incorporated the techniques and methods to improve the delivery system of the services by the concern institutions.

DAM has developed and facilitated a number of training courses on Human rights, Child Rights, Gender and Protecting Violence against Women and Girl Child for the staff members, volunteers, community leaders, Members of the LGIs and law enforcing agencies. DAM has also developed a significant number of IEC and BCC materials for awareness raising, motivation and advocacy.

4.0 Rationale:

Discourses on development so far have almost always ignored the aspect of protection and participation. Where basic protection mechanisms have failed the climate of intimidation that is created is not conducive to participation. Besides this, the absence of legal safe guards such as access to courts and other services make groups living in miserable conditions even more vulnerable. The result is that the fear of violence spreads deep among the more socially deprived people, and this obstructs their participation in finding solutions. The linking of economic, social and cultural rights with civil and political rights very much depends on the way the contradictions between protection and participation are resolved. This principle must also be applied to the promotion of rights of women, where the factors of social repression and violence remain the same as before. In such situations the assertion of equality becomes practically impossible while legislation is sometimes passed intending to promote equality.

The inability of the poor to pay for services is a major financial barrier to access and poor people also face legal barriers to accessing basic services. People who live and work in the informal sector are often excluded from all sorts of entitlements. Socio-cultural barriers limit access to services for women, ethnic minorities, persons with disabilities. Gender discrimination acts as a barrier against equal access to basic services by girls and women. Because women are responsible for the education and health of their children, this lack of access is a major obstacle to poverty reduction. Governments need to broaden the range of basic services providers to include community organizations, nongovernmental organizations and the private sector. In some cases, the most appropriate role of the government is to provide an enabling environment, i.e., one that promotes the involvement of a range of providers, but sets standards and monitors service provision.

Information is power, and the spirit of democracy and the right to information is considered as a fundamental human right everywhere in the world. But like many other fundamental human rights, the right to information is also faced with an identical fate of non-realization in Bangladesh. An effective access to information has the potential to empower people to engage themselves more meaningfully in the democratic process with a view to increasing transparency and accountability in the mechanism of governance and also reducing corruption. The Practice Note promotes the establishment of legal mechanisms that ensure that people, especially the poor, have access to information which enhances their ability to exercise their entitlements. It also supports enhancing awareness of citizens' rights to official information, particularly those impacts directly on poor people's lives

In Bangladesh, several groups may be identified who are socially excluded including water gipsy, nomads, Sweeper, Hijra, commercial sex worker, Leprosy/HIV-AIDS affected people etc. They are being deprived of social recognition and expected amenities. They have very limited/no participation in the development process and social activities. These groups face acute discrimination which makes their lives even miserable. In most cases, mainstream people always deny to have their company at every level. They have been struggling for social recognition but hardly gain success. Considering that DAM already identified 'Social Exclusion' is a major area of intervention and tries to find out ways and means to be part of the movement. It needs to mention, while searching for the major victims with this social phenomenon, a list of victims has been produced; which prioritize the victims as under:

Trafficking in person is a serious problem and violation of Human rights consisting commercial sexual abuse, forced marriage, bonded & forced labor, begging, offensive sports like camel jockey, organ trade etc. which has various consequences at the level of individual, family, community & country. Traffickers adopt different strategies and tricks to allure and enroll women, children, adolescent, youths in to the process. During distress situation, shelter for women & children is a great problem. To protect from exploitation and abuse is also not enforced due to organizational inadequate capacity of the law enforcing agencies. Rescue is a thorny issue, repatriation is also a much delayed, bureaucratic & complicated process, returning of survivors may have problems in adjusting in rehabilitation programs. As a result, some social practices, which are detrimental for their status in society. All these factors make people vulnerable and easy target of traffickers, violators and abusers.

5. Strategic Framework:

5.1 Strategic Vision:

Envision a society promoting rights and justice with prevailing conditions to live a life with harmony and dignity, annihilating discrimination among human beings

5.2 Strategic Benchmark:

- By 2015, at least 50% of the disadvantaged groups of people in the target areas would have increased access to the services for which they are entitled.
- Increased institutional capacity and accountability of both public and private sector is visible in protecting rights of the deprived communities.
- Key organizational units of DAM are equipped with professional capacity decentralized planning and adequate quality assurance measures.

5.3 Geographical Coverage:

The Perspective Plan 2006-2015 of Dhaka Ahsania Mission (DAM) envisages that in order to achieve its broader objective the organization should concentrate its interventions in five locations as follow¹:

- § Poverty stricken Northern districts
- § Central districts with riverine chars
- § Coastal regions with South Central districts
- § Hill regions and
- § Urban slums (in any region of the country)

The organization over the years and in accordance with the Perspective Plan as stated above, has been successfully extending its coverage to various locations in other parts of the country - the Northern, Central, Northeastern and Southern regions including CHT. Currently DAM's intervention spreads across 42 districts under all the six administrative divisions². There are about 20,000 volunteers working at community levels organized around the Ganokendras (*the Peoples' Center*), centers for community development activities organized and supported by DAM at grassroots level. In each of the intervention unions DAM has also organized a networking platform for several Ganokendras known as the Union Community Resource Center or CRC in brief. CRCs have developed partnership and working relations with GO, NGO, CBO and the local government. This existing network of Ganokendras and CRCs working particularly for and in participation with the poor and disadvantaged population groups of the community puts DAM in an advantageous position to undertake programmatic intervention in above geographical locations. Though the organization has the preparedness to undertake intervention in any part of the country, the guiding principle for selecting any new location should be that the poor and the disadvantaged population groups are covered well.

5.4 Core Strategies:

HRSJ program implementation will follow a four-stroke strategy, which includes Community Capacity Building, Institutional Capacity Building, Advocacy and Service Delivery.

5.4.1: Community Capacity Building:

a. *Creating Demand:*

Effective demand creation will be an integral part of DAM's implementation strategy to restore and establish HR&SJ of all people. In the context of service provision, DAM will give importance to create demand by the community themselves rather generated by the outsider for the communities which will contribute to decentralized system at local level to make decision-making and management of resources meaningfully and accountable to the ordinary people who depend upon government services. Increase entitlement and access to the basic services could be increased by organizing people's voice under a people's organization platform and link them with other appropriate network. DAM will utilized its people's organization known as Ganokendra and Community Resource Center to create an effective demand of the services and to bargain and negotiate with public and private service providers for increase accessibility.

¹ Programmatic Perspective Plan 2006-2015, Dhaka Ahsania Mission, April 2007 (abridged version)

² Annual Report 2008, Dhaka Ahsania Mission (unpublished)

b. Community Participation

The core implementation process of DAM will through a highly participatory process which creates an opportunity for all men and women to raise voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation will be built on freedom of association and speech, as well as capacities to participate constructively. An enabling environment will be created for all, especially poor community to access to knowledge, information and decision-making processes of the local level sector actors or service providers. This mutually accountable and transparent process of organizing people will help to protect the interest of the poor and disadvantaged and enable to create a social safety net to protect from all forms of violence and oppressions.

c. Institutionalizing capacity building

CBOs/Ganokendra/Community Resource Centers and other issue based action group/task force will be activated or formed where necessary within the community. Interested and potential people will be identified to develop capacity to act as catalyst under the CBOs. All community mobilization related activities would be implemented through community-based organizations popularly known as Ganokendra. DAM would facilitate to these GKs for developing capacity to increase their consumer power over the govt. and other service providers at the local level.

d. Collective claim and bargaining with LGs & service providers

DAM will facilitate both the LGs and CBOs for networking and collaborating, so that they undertake joint initiatives with the poor communities to extrapolate optimum level of local resources. LGs will engage for effective utilization of resources, in a consultative process with the existing service providers, CBOs and poor communities so that they collectively can judge, considering the socio-economic context and decide on the individual families that should be targeted for getting respective facilities. Creating and strengthening internal governance system as well facilitate the governance system of the service providers is an essential try out so that the collective bargaining power can be increased.

5.4.2. Institutional Capacity Building

a. Strengthening Institutional Governance (Accountability & transparency- RTI, citizen charter)

Capacity building would be the core strategy of DAM for developing knowledge and skill of local government institutions through training, workshop, exposure visit and on-the-job support to explore internal potentials of the LGs and build their confidence level to lead implementation. Strengthening the transparent and accountable system within the local government institutions and other institutions working as duty bearer to provide services are core elements of the strengthening institutional capacity building efforts. These initiatives will enable the skilled persons to be more focused on LG structures, activities and role, good governance, people's participation and disseminate their attained knowledge among institutions and the community people. DAM will ensure, that the local government institutions are adequately involved, so as to ensure that the participatory planning and implementation at local level takes place with an enabling environment for all stakeholders' participation, which can be sustained, mainstreamed and scaled up.

b. Human Resource Development of the duty bearers

The strategy for integration of various human resources could help to contribute for greater implication in the community. Local level Teacher, religious leader, youth, children group,

artists, cultural organizations and field staffs of local NGOs are regarded as good human resource for community mobilization and awareness creation. As said earlier that ensuring and establishing Human Rights and Social Justice is a complex dynamics, adequately sharing of information on relevant issues and clarity of roles are very important to develop the human resources within the duty bearers so that they can function with more accountability.

c. Develop Partnership & Collaboration

Partnership and collaboration among the stakeholders i.e. GO, NGO, Private sectors, among LGIs, private and public service providers etc. and community will be an important strategy of DAM to develop social partnership, work together for creating united movement directed to common goal, recognize comparative advantages and contribution of each stakeholder and to integrate efforts and resources owned by each stakeholders. In fact, the role of DAM would be to act as Facilitator to strengthen coordination and collaboration among GO-NGO, private sector and community people through sharing and consultation for ensuring the coordinated services and resource mobilization.

d. Joint Planning

Joint planning would be an important strategy for institutional capacity building and partnership development as well as collaboration among GO-NGO, civil society leaders, Youth, Children, private sector and community people at Union, Upazilla and District level. The main objective of this planning is to formulate strategies for achieving the desired objectives, to solve the problem, or to improve the present status in the Union/Upazilla by the participation of mentioned stakeholders. The output of the local level planning could be important input to national planning process especially national budget formulation, allocation of resources and safeguarding the interest of the poor and disadvantaged. As denial of rights of the poor and disadvantaged citizens from their right to live and livelihood are often been a reference point, the joint planning process may facilitate to listen the voices and opinions of the unheard and hard to reach people.

5.4.3. Advocacy:

Advocacy is a pleading technique and support services that is used around the world by non-governmental organizations (NGOs), activists and even policy makers themselves, to influence policies. It is also about creation or reform of policies, but also about effective implementation and enforcement of policies. Advocacy is a means to an end, another way to address the problems that we aim to solve through other programming strategies. It is a combination effect of multi stakeholders' participation for persuasion towards the target considering the present context/problem.

DAM's present advocacy interventions can be categorized into four levels which include: 1. Grassroots or Local level advocacy, 2. National level advocacy, 3. Regional level policy advocacy and 4. International -level advocacy.

Hence, the following actions must be in place for harvesting end result towards change:

Issue based Action Research: Design different action research on different issues related to the rights. DAM perspective plan can be set up issue based longitudinal and cross sectional studies in the different short term and long term sector project implementation. Under the sectoral approaches, periodic researches and studies with cross-cutting issues can be planned to explore the new interventions i.e. education, food and health, new options, risks identification, coping mechanism etc. for better living of pro-poor factors and environmental issues factors affecting the human lives are aprioristically acknowledge in the strategic advocacy planning. The research results plan to present through advocacy

campaign and lobbying among the concern authority for remedial actions and further improve planning.

Coalition building and networking

In most cases, the success of advocacy depends on the number of people support the particular case for advocacy. For this reason, it is essential to build coalition and strong networking among the stakeholders i.e. GO, NGO, Private sectors and community will be an important strategy of DAM to develop social partnership. Working together for creating united movement directed to common goal, recognize comparative advantages and contribution of each stakeholder and integrate efforts and resources owned by each stakeholder. In fact, the role of DAM would be to act as a Facilitator to strengthen coordination and collaboration among GO-NGO, private sector and community people through sharing and consultation for ensuring the coordinated services and resource mobilization. DAM should lead the process through building a network of friends considering:

- Shared Ownership
- Participation and openness
- Mutual Accountability and transparency
- Gender Sensitivity
- Organization's Vision and Core Values

Policy Lobbying

Policy lobbying is one of the strategic approaches for obtaining the result of advocacy. Under this endeavor, DAM will have the opportunity to be involved in national as well as other levels. Multi dimensional initiatives can be undertaken to reach the targets. It is very important to maintain regular lobbying and advocacy relation with policy makers, government officials, politicians, development organizations, journalist and other concerned organizations. For building strength and forceful campaign along with service holders, DAM should make a liaison with multi stake servicing agencies to ensure the lobbying channel, ensure the performances of the channel through accelerating mobility and campaign of need based intervention in the name of advocacy. To run the policy influencing activities it is essential to have policy analysis, identify the loopholes, prepare policy briefing documents and disseminate it to the relevant stakeholders.

Means of Advocacy

There are different various means for advocacy a particular case which are as follows:

- i. Seminar/workshop.
- ii. Lobbying with the influential persons and meeting with relevant stockholders.
- iii. Publication of materials on the subject of advocacy.
- iv. Media, audio, video.
- v. Community meeting and community mobilization

DAM in its operation of advocacy matters can follow the above-mentioned strategies and means so that it becomes successful advocacy.

5.4.4. SERVICE DELIVERY

All the thematic areas identified for DAM perspective and operational plan, namely education, livelihood, health, and social justice, closely related with the adequate supply of quality services in these five sectors of social development. The following should be the important and considering factors in supply of these services:

- Most affected and vulnerable areas in respect of supply of these items of services.

- Most vulnerable people affected in terms of supply of services of this items of services.
- Provide necessary details related to the supply of this thematic item. For example; in respect of education the vulnerable people should be supplied with NFPE education, books and other necessary materials etc.
- Community level interventions that influence community norms, attitudes, and practices in support of redacting risks behaviour.
- Care management that assists clients in receiving timely coordinated services, support services, counseling, legal advocacy, emergency assistance etc.
- Referral to services not to be directly provided by the organization/ institution etc.
- Coalition building with the agencies those who provide similar types of services to avoid duplication and fill up the gaps.
- Build up solid foundations for sustainable and continuous advocacy, communication and social mobilization activities.
- Increased level of institutional capacity and political and societal commitments related to the particular service area.

Activities to be performed related to the target groups

- Aware the target group about the problem, improved knowledge, attitude and practices.
- Increase engagement and involvement of communities and households in analysis, planning and implementation of activities.
- Increased quality and, client oriented approach among services providers.

Activities at the national context

- (i) Partnership development with GO/NGO at the national level who are experienced in the particular field to improve both the demand and supply side of the particular problem areas of services.
- (ii) Inform journalists, editors about the progress in the area of services and provide them with fact sheets and regular update about field.
- (iii) Developing, pre-testing, production and dissemination/ distribution of nation-wide IEC materials.
- (iv) Process and change indicators in recording and reporting factors at all levels.
- (v) On-going assistance, support and supervision through focal points at all levels.

Other relevant activities

- i. Development of regular M&E system, demonstration of experiences and best practices, identification of gaps etc.
- ii. Regular reporting system to the higher authorities about the progress of delivery of services.
- iii. One review mission per year by external consultants.
- iv. Conduct impact study by the independent consultants.
- v. Identification of strengths and weaknesses of the particular service field of DAM.

5.5 Stakeholders and roles at various levels:

Stakeholders and Roles

HR&SJ sector needs to work with diversified stakeholders groups. Of these some would be the direct beneficiaries of the program and some are secondary and tertiary without whom the objectives of the activities could not be attain. Stakeholders for HRSJ sector are defined as individuals, groups, community or institutions that participate, propose, interact, influence and preach in favor of interventions. HRSJ is a complex and challenging sector needs support, contribution and facilitation from a wide ranges of stakeholder groups, be in the micro community level or at the national level. Given the priority focus on social justice issues and advocacy for rights, the needs of the individual households, especially poor and disadvantaged demand attention from close range as well as the participation of various institutions and policy makers to make these changes happen.

The primary stakeholder will be the disadvantaged group of people irrespective of their age, sex, religion, cast, culture, tribe, exclusion, etc. for direct response. The community as a whole can also be mobilized for programs to increase access to services, entitlement for justice and dignity as human being. A special focus will also be given to people with disability fall under this stratum. HRSJ programs, in line with the strategy, works with various stakeholder groups at different levels, which are summarized in the following matrix:

A stakeholders' Matrix is given below:

Core Strategy	Stakeholders by Intervention			
	Protection and Participation (gender, violence, legal aid, child rights)	Entitlement (access to services and information)	Social Justice (social exclusion)	Human Trafficking (migration)
CCB	Community people, Women, Adolescent, Youths and Children, particularly from the disadvantaged groups, Parents, School Teachers, Social & Religious leaders	Community people particularly from the disadvantaged groups, Ganokendra and CRC members	Community people particularly from the disadvantaged groups, Ganokendra and CRC members	Community people particularly from the disadvantaged groups, Ganokendra and CRC members,
ICB	Ganokendra, CRC, Union Parishad, Poursava, Upazilla Parisad, Educational Institutions, Employers, Government departments, service providers, Imams, Marriage Registers	Ganokendra, CRC, Union Parishad, Poursava, Upazilla Parisad, Institutions, Employers, Government departments, service providers,	Union Parishad, Poursava, Upazilla Parisad, relevant government departments, service providers	Ganokendra, CRC, Union Parishad, Poursava, Upazilla Parisad, Community Police, Ansar-VDP, LEA, Institutions, Employers, Govt. departments,
Advocacy	Government departments, Journalist, Net working bodies, Media, HR & legal aid organizations, MPs, LEA	Government departments, Journalist, Net working bodies, Media, Employers	Government departments, Journalist, Net working bodies, Media, Employers	Government departments, Journalist, Net working bodies, Media, LEA, Bar council, HR & legal aid organizations
Service	Community People, Women, Adolescent, Youths and Children, particularly from the disadvantaged groups, Ganokendra members,	Community people particularly from the disadvantaged groups and hard to reach areas,	Community people particularly from the disadvantaged groups and hard to reach areas, Indigenous and disable people	Community People, Women, Adolescent, Youths and Children, particularly from the disadvantaged groups, Ganokendra members, victims and their family

5.6 Partnership and Networking:

DAM has track record of partnership dated back when it has implemented a number of HRSJ projects in different titles. In the recent times, DAM also entered into partnership agreements with a number of local, national and international organizations. Conceptually and Philosophically DAM believes that partnership with any other parties is not merely the working together for a project but it also should have scope to share the common values and spirits. DAM always adhere the following principles as a basis of partnership which will also be applicable for the implementation of the HRSJ sector projects. DAM's sustained growth has given birth to resilient partnership and collaborative initiative with many other organizations adding further impetus to its growth. It works with and for GoB agencies,

NGOs, CBOs, Development partners, INGOs, donors, corporate houses and academic institutions.

DAM is an active member of ATSEC, Shishu Adhikar Forum, DWAN Forum and playing an instrumental role as member of the Monitoring Cell of Human Trafficking with MoHA. At the local level, DAM is participating in the District Anti Trafficking Cell as an active member. DAM is actively playing role with the initiatives of institutionalizing Peoples' Organization in association with Action Aid Bangladesh, Care Bangladesh, Concern World Wide, and Ashroi. The present strategy implementation may require continuing support and cooperation from these forums and networks.

6. Interventions (Target group, major activities and expected results):

6.1 Protection and Participation:

Target Group:

Primary Target Group:

- § Women, men, adolescent, youth and children, with priority from landless, extreme poor, vulnerable and marginalized family
- § Ganokendra members
- § Community people

Secondary Target Group:

- § Community leaders, teachers, opinion leaders and religious leaders
- § Local Government Institutions and elected bodies
- § Employers
- § Law enforcing agencies and members of judiciary
- § Journalists of local media
- § CBOs/Civil Society Organizations
- § Service providers/duty bearers/public agents
- § Local, national institutions/organizations working on gender equality
- § Youth Club/Forum, NGOs, Networks etc.

Tertiary Target Group:

- § Policy level duty bearers
- § Executives of national and international service providers
- § Political Parties
- § Media and Journalist Forum
- § International Organizations
- § UN Agencies
- § Donor Organizations

DAM's Priority:

- § Non discrimination in enjoying human rights and fundamental freedoms in the fields of political, economic, social, cultural and civil affairs
- § Women empowerment, gender parity, equity and equality
- § Stop violence against women and girl child
- § Stop physical, mental and sexual harassment
- § Promoting and protecting child rights
- § Reduce child labour and eliminate hazardous child labour
- § Gender mainstreaming

Major activities:

- Awareness raising of the community people
- Capacity building of the CBOs and LGIs

- Increase access to services
- Organize training for different stakeholder groups
- Organize court yard meeting , developed youth drama group for community mobilization
- Advocacy and networking for sensitization of law enforcing agency to protect the rights of the disadvantaged community
- Provide legal and counseling support to the victim

Expected Results:

- Community people are aware about their problems and rights
- Capacity of the institutions enhanced to provide adequate social services
- Community capacity strengthened through education & training
- Access to services in education, health, livelihood, rights and skills development; increased
- Situation of women and girl child in the family and community, improved
- Established network among government and non-government institutions

6.2 Entitlement:

Target Group:

Primary Target Group:

The primary target group will be the vulnerable and marginalized disable people, with an emphasis on the destitute and disemboweled women, adolescent, children and disable people of impoverished families. Priority has been given to landless households that are dependent on daily wage labour, the extreme poor and other vulnerable and marginalized groups within rural communities

Secondary Target Group:

- § Community leaders, teachers, opinion leaders and religious leaders
- § Local Government Institutions and elected bodies
- § Employers
- § Journalists of local media
- § CBOs/Civil Society Organizations
- § Service providers/duty bearers/public agents
- § Local, national institutions/organizations working on entitlements
- § Youth Club/Forum, NGOs, Networks etc.

Tertiary Target Group:

- § Policy level duty bearers
- § Executives of national and international service providers
- § Political Parties
- § Media and Journalist Forum
- § International Organizations
- § UN Agencies
- § Donor Organizations

DAM's Priority:

- § Access to services & right to information awareness
- § Non discrimination in enjoying human rights and fundamental freedoms in the fields of political, economic, social, cultural and civil affairs
- § Women empowerment
- § Gender parity, equity and equality.

Major activities:

- § Community capacity building to claim entitlement and access to quality services and livelihood security for all.
- § Institutional capacity building of the local government and sectoral service providers to ensure delivery of quality services.
- § Pro-poor policy advocacy for increasing access of the disadvantaged to the services they are entitled to.
- § Providing specialized sectoral need-based services in the gap areas
- § Popular ICT, Increase access to information sources, Citizen's charter of the community level.
- § Increase access to services, governance of the service providers, networking and forum,

Expected results:

To introduce Information of social services will be supplied to the community through Ganokendra /CRC focusing health, livelihood and human rights and social justice in which the beneficiaries of DAM working areas will have the opportunity to know their rights and for practicing their entitlements and raise their voices to the appropriate authority. In this process Community Resource Center (The forum of Ganokendra) with the close cooperation of Local Government, facilitate the process and do necessary advocacy to improve the services delivery mechanism. To ensure good governance, the standing committee of Union Parishad will take initiative to ensure the rights of the poor people. To ensure the rights of the poor people in the working area, an effective linkage and network will be formed with like-minded organization/ persons to provide legal services. The awareness and enhanced capacity of the rural poor will enable creating an environment to enjoy the available local resources and services provided by the government.

6.3 Social Justice**Target group:**

Women, children, adolescent, underemployed youth, disable, minority community, indigenous community etc.

DAM's Priority:

- § Non discrimination in enjoying human rights and fundamental freedoms in the fields of political, economic, social, cultural and civil affairs
- § Women empowerment
- § Access to services & right to information
- § Gender parity, equity and equality.

Major activities:

- Awareness raising of the community people
- IGA training to increase income and improve livelihood
- Group or membership creation for community mobilization
- Develop various IEC and BCC materials for raising awareness
- Organize court yard meeting , developed youth drama group for mass mobilization and awareness raising
- Advocacy and networking for sensitization of law enforcing agency to protect the rights and justice of rural community
- Provide legal support to the victim
- Provide counseling & shelter to the victim of violence

Expected Results:

- Capacity building of the institutions to provide adequate social services

- Established networking among government and non-government institutions to create access to services in education, health, livelihood, rights and skills development
- Community capacity strengthened through education & training using ICT
- CRC bridged rural communities with national development initiatives and open up opportunities for education, livelihood and health service
- Increased Ganokendra based mobilization and awareness
- Improved awareness about rights and social justice among the communities
- Linkage of the vulnerable families with different organization, NGOs, social welfare office, UP bodies to access services

6.4 Human Trafficking

Target groups:

To combat trafficking, it is very much important of involving the State, the law enforcement agencies, the judiciary, the corporate sector, the civil society & the community peoples and it is very much needed to build linkages among them as well as alliances which would enable all the stake holders to tackle the complex issue or situation more effectively and efficiently through a safety net.

DAM's Priority:

- § Combat human trafficking, especially women and children
- § Promoting the roles of community and local government institutions
- § Increasing participation of poor women in economic and social activities
- § Legal support and shelter services to the victims
- § Partnership with other organizations.

Major activities:

- Awareness raising of the members of the vulnerable families
- Organize and activate community-based civil society organizations
- Training for community leaders, social activists, local authorities, government officials, law-enforcing agencies and caregivers of trafficking victims.
- Develop community level database of vulnerable households
- Organize court yard meeting , developed youth drama group for mass mobilization and awareness raising
- Advocacy and networking for sensitization of law enforcing agency to protect the rights and justice of rural community
- Provide legal support to the victim
- Provide counseling & shelter to the victim of violence

Expected Results:

- Increased capacity of the vulnerable families to take informed decision about mobility of women, adolescent and children
- Improved community understanding of the dynamics of trafficking from human rights perspective
- Capacity of the CBOs and LGIs strengthened through education & training
- Increased availability of data on trafficking and effective dissemination of data
- Increased Ganokendra based mobilization and awareness
- Improved awareness about rights and social justice among the communities
- Linkage of the vulnerable families with different organization, NGOs, social welfare office, UP bodies to access services

7. Management, Coordination and Quality Assurance:

7.1 Specific roles of DAM's Divisions & Institutions:

Name of Division/Unit	Specific roles
TMD	<ul style="list-style-type: none"> • Assessment of training and materials need • Design and develop need based training course and materials • Development of module and materials • Field testing and feedback collection • Organize and facilitate training/workshops • Follow-up and evaluation of services and resources • Review and update of training courses and materials
Research	<ul style="list-style-type: none"> • Design research and studies • Conduct baseline/needs assessment/feasibility study • Stakeholder/customer analysis • Action research • Participatory assessment and evaluation • Process documentation • Dissemination/sharing of research/study findings
Finance and Accounts	<ul style="list-style-type: none"> • Provide financial support • Maintain bank transaction • Maintain accounts and book keeping • Prepare financial report of projects and share with concerns • Timely completion internal and external audit and necessary actions • Prepare financial report for donor and NGOAB
HRD	<ul style="list-style-type: none"> • Recruitment of staff as per policy • Induction of staff • Assess staff capacity • Appraise staff performance • Plan staff development
Monitoring and MIS	<ul style="list-style-type: none"> • Develop monitoring plan • Regular monitoring of projects • Prepare and sharing of monitoring reports • Maintain and update database
RMU	<ul style="list-style-type: none"> • Develop new projects • Maintain and update profiles • Maintain liaison with donors
Institutions	<ul style="list-style-type: none"> • Provide technical support • Feed-in with updated relevant information • Support in HRD

7.2 Inter Sectoral Coordination and Team Building:

Efforts for generating ideas, formulating plans, initiating operational strategies are to be shared and discussed among key personnel in different sectors. Upon receiving inputs from all sectors/divisions, they are to be incorporated so that a collective form decision is applied to achieve maximum output.

Much important is given on inter-sectoral coordination and team development for implementation and progress review of the strategic plan. DAM management has already identified and introduced sectoral focal persons and thematic focal persons who started

functioning accordingly. During preparation process of this strategic plan exercise relevant work and input in the form of write-ups and data were drawn from concerned thematic focal persons.

Besides a Human Rights and Social Justice sector team has already been formulated consisting of staff members across DAM who would ensure participation and input from all relevant divisions, departments in the formulation and implementation process of Human Rights and Social Justice sector projects and programs in line with the strategic document. For capacity development lessons and experience sharing sessions or workshops will be organized as and when needed. Before finalization the project proposal, reports, or strategic document are to be shared with the team members for comments and feedback which will be incorporated accordingly. Cross sector exposure visits are to be arranged time to time as a means for capacity and team building effort of the DAM staff.

All existing DAM divisions will maintain the right channel to ensure proper flow of information through DAM MIS. Information relating to projects programmes and administration etc. will be available in the MIS database.

7.3 Quality Assurance and Monitoring:

Monitoring not only provides necessary information to the project/program management but also looks into the quality of implementation. In each project formulation LFA matrix is established as a basis for quality and quantitative monitoring. The narrative summary in the LFA matrix succinctly describes the project/program overall objective, specific objective, results/outputs and activities along with indicators.

Monitoring make systematic attempts to measure whether the projects/actions reach against planned target and to what extent the objectives are achieved. It is expected that because of systematic monitoring, project/actions could measure the progress of implementation against the approved plans and budget allocations for effective management and control monitoring reports.

DAM encourages 3 channels of monitoring. These are a) DAM internal monitoring b) Monitoring from project staff and c) Occasional DAM and donor joint monitoring. All these monitoring provides information on the progress of activities implemented and its contribution towards achieving outputs and objectives. Necessary tools and techniques are developed for collecting quantitative and qualitative data. Participatory tools and techniques are also applied for monitoring. DAM monitoring system adheres to:

- ✚ Create ownership of Community / stakeholder in project.
- Correct information base for future evaluations.
- Increase community participation to know their status of progress in line with project / program objectives.
- Strengthen community / stakeholders initiative to identify the problems and solve those early in respective level.
- System of proper validation of the data in respective level.

Monitoring findings are been shared with all relevant stakeholders and compliances are ensured for quality assurance.

8. Research, Documentation and Knowledge Management:

Research: DAM gives phenomenal emphasis on planning and conduction of studies, research and action research to generate evidence based authentic information on rights based activities with key thrust on the thematic area of human rights and social justice. Research Division runs by a highly professional group of people with long experience and proven track record of working in the arena of research. They are frequently engaged in studying development issues, which are programmatic, policy relevant, and linked to interventions for human rights. Especially studies are conducted to explore and examine or

validate viable approaches to sustainable development, plan and design, pilot, assess and improve the implementation and performance of a wide range of projects, and determine the best practices and models of socio-economic interventions. Research methodology applied to research has a variation that include situation analysis, social surveys, feasibility analysis, action research, needs and resource assessment , impact assessment, project evaluation, documentation, monitoring and case study. New studies would provide necessary feedback for further improvement and revision of the strategy in order to fit to the changing realities. The issues identified through research as potentials would feed into future policy research and advocacy with specific thrust on promoting human rights.

Documentation: A large number of reports, booklets and different types of publications continue to be produced on regular basis in the organization. To produce these publications, information from sources other than the organization is often required. Lessons learned, good practices and knowledge are documented for the quickest and handy use by the management at different levels for decision making and corrective measures where and when necessary. The best way for the use of such collection is a two-way traffic. At one way information will be readily available and the other way officials of different divisions of DAM will be able to access the information freely as per requirement.

Knowledge Management: KM is a new term that is receiving wider coverage and often performing research, documentation and dissemination. To strengthen and institutionalize KM in the organization, commitment to horizontal and vertical flow of information across the organization, is considered as the cornerstone. Dissemination of knowledge is an important aspect of KM. Dissemination allows people to know what the organization has in stockpile that can be accessed and used. DAM organizes a number of seminars, dialogue, workshops including participation in expo, updating website and reporting in electronic and print media all these are geared towards introducing an effective and strong knowledge management base in DAM.

9. Way Forward:

This strategic document has been developed through a long participatory process. After initial finalization of this strategic document, it will be made available in the website of Dhaka Ahsania Mission. This is a living document and will be monitored and reviewed in every year by a core committee and suggest for necessary adjustment. All new sector programs and initiatives will be reviewed according to this strategy document. A comprehensive plan will be developed for the implementation of this strategy document. The short-term strategic actions will be implemented by 2011. The long-term strategic actions will be implemented by 2015. The next review of this document will be in 2012.

END OF DOCUMENT