

Programme Document Bangladesh

Agricultural Rights 2010-2012

A cooperation between the Swallows, Association for Sustainable Development in Bangladesh (ASD), Bangladesh Resource Center for Indigenous Knowledge (BARCIK), Campaign for Sustainable Development (CSD), Resource Mobilization for Development (REMOLD), Thanapara-Swallows Development Society (TSDS), and Unnayan Dhara (UD).



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List of abbreviations

AL - Awami League

BARC - Bangladesh Agricultural Research Council

BNP - Bangladesh Nationalist Party

LFA – Logical Framework approach

MDG - Millennium Development Goals

NAEP - New agricultural extension policy

NGO – Non Governmental organization

PGU - Policy for Global Development (Politik för global utveckling)

RBA – Rights-based approach

SWOT-analysis – Strengths/weaknesses/opportunities/threats analysis

UN – United Nations

UNDP – United Nations Development Programme

1. Background

In early 2008 it was decided by the Swallows board in Sweden that a larger reorganization would take place within the Swallows. The reorganization was partly influenced by the trends in development that has taken place globally and in Sweden after the United Nations Millennium Declaration¹, leading up the well-known Millennium Development Goals (MDG)². In 2003 the Swedish government agreed on a new Policy for Global Development (PGU)³ which consists of two main perspectives; the rights perspective and the perspective of people living in poverty. The Swallows has since its start in 1959 had a strong human rights focus always listening and working with the voices from the poor. Although, the board agreed that the Swallows work in the future needed to be even more focused and in line with PGU and the global development changes. Therefore the organization decided to follow the perspective of rights-based approach (RBA) in all its work. This was the start of the reorganization consisting of three different processes; one in Sweden, India and Bangladesh, all of them leading up to a new policy and strategy of the Swallows.

This programme document is focusing on the new country programme of the Swallows in Bangladesh.

1.1. The planning phase

The development of the Swallows' new country programme in Bangladesh has, from its beginning, followed a rights-based approach. The process has continuously focused on human rights, an active participation of the partner organizations and the target group, given special attention to vulnerable groups and made sure that the process is transparent. The Swallows in Bangladesh has for many years worked together with local partner organizations through a network called: *Swedish Swallows Friends network*. Before 2008, the network met twice a year discussing overall development and common issues in Bangladesh. The network also worked as a platform where possible new partner organizations were invited to participate. When developing the new country programme the Swallows invited the current seven partner organizations⁴ for the first, programme meeting, in July 2008. At this meeting the Swallows adopted a participatory planning method where the partners were asked if they would like to take part in the planning and designing of the new programme. A major objective of the Swallows was to make the partner organizations obtain ownership over the program and this could only be achieved by inviting the partner organization to an active participation in the planning process. At this first meeting it was decided that the new programme would start in 2010. 2009 was dedicated as a planning year where the programme would be designed. The process was given the name: *From project to programme*. The main difference from

¹ 55/2 Millennium Declaration, 18 September 2000

² Eight global goals to achieve by 2015: 1. Eradicate extreme hunger and poverty, 2. Achieve universal primary education, 3. Promote gender equality and promote women 4. Reduce child mortality, 5. Improve maternal health, 6. Combat hiv/aids, malaria and other diseases, 7. Ensure environmental sustainability, 8. Develop a global partnership for development.

³ PGU is a Swedish acronym: Politik för Global Utveckling (Policy for Global Development).

⁴ Association for Sustainable Development in Bangladesh (ASD), Bangladesh Resource Center for Indigenous Knowledge (BARCIK), Campaign for Sustainable Development (CSD), Nijera Kori (NK), Resource Mobilization for Development (Remold), Thanapara-Swallows Development Society (TSDS), and Unnayan Dhara (UD).

before was that the partner organization agreed on working together under a common programme umbrella with a shared *vision, goal, theme, perspective, target group, geographical working area, results, activities, strategies* and *methods* instead of working with separate and individual projects. To work in a programme also meant a joint budget, time frame and that the ownership belonged to the local NGOs as representatives of the target group.

In late 2008 a survey was conducted by the Swallows with the partner organisations to obtain a clearer picture of the similarities between the partner organisations, the Swallows and to outline the possibilities to work together in a programme. The results of the survey were presented at the second programme meeting in November and led into a consensus decision and formulation of the programme’s theme: *Agricultural rights*, geographical working area: *rural Bangladesh*, and target group: *landless, marginalised and small farmers*. The theme of Agricultural Rights covers the rights of the farmers and their livelihood but also the rights to natural recourses and sustainability. A deeper discussion of the partners’ ownership of the programme was also brought up during the November meeting. It was decided that a Programme Steering Committee would be formed, with representatives from the 7 partner organisations and the Swallows. The by-laws of the Steering Committee were still to be developed. The first Steering Committee meeting was decided to be held in January 2009.

In January 2009 the newly formed Steering Committee met to mainly discuss the perspective of rights-based approach (RBA) within the programme. ⁶ out of originally 7 partner organisations sent representatives to this meeting. Given that the basic constituent elements of RBA are relatively easy to understand the challenge is to apply the perspective in reality. The Steering Committee members agreed on the importance of creating its own specific definition of RBA within the programme and how the perspective could be applied in rural Bangladesh among the target group. A situation analysis was conducted, (including context analysing of most vulnerable, root causes, rights-holders and duty-bearer and finally empowerment). One of the first steps to create a successful programme applying a RBA is to identify the relationship between the *rights-holders*, in this case the target group, and the *duty-bearers*, that could be the government, NGOs representing the target group and other key stakeholders like investors, suppliers, traders, credit institutions etc. At the meeting in January an exercise on the responsibilities of the government and the NGOs in Bangladesh was carried out to illustrate the relationship between rights-holders and duty-bearers. The outcome of this exercise is presented in figure 1 and shows in which areas the programme could focus its efforts.

Figure 1: Responsibilities of Government and NGOs’ in Bangladesh (output from workshop)

Governmental Obligations as duty-bearer.	NGO Responsibilities as duty-bearer.
<ul style="list-style-type: none"> - Offer credit for Agricultural Production and do this equally - Provide access to natural resources (land, water, forest etc) - Provide services to poor families and especially women 	<ul style="list-style-type: none"> - Provide information to all stakeholders - Work with advocacy - Develop institutions - Work with awareness and capacity building - Help the people to raise their own voices - Make the people aware of the governmental

⁵Nijera Kori choose not to take part in the Swallows’ programme since they are already working with their own programme.

<ul style="list-style-type: none"> - Follow International Conventions and Treaties - Follow Bangladesh's laws and constitution - Provide access to information - Provide fair prices for Agricultural products - Provide agricultural production inputs - Make sure that different levels of the community participate in the planning and implementation process - Respect people's voices in the policy and decision level process - Practice bottom-up approach - Adapt a secular and democratic approach when it distributes resources and services - Create people's friendly policies - Take initiatives to ensure people's rights - Treat all people equally 	<ul style="list-style-type: none"> conventions, laws, rules and International Conventions - Help to develop people's organisations and associations - Provide documents of national laws and International Conventions at local level - Provide all information in local language. - Lobbying with policy makers and the government - Sensitize people and policy makers - Advocacy and lobbying to ensure that the people will participate in policy and decision making processes
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Comment figure 1: Ideally the government takes responsibilities for the country's laws and offer services to the people. In Bangladesh this is unfortunately not always the case, the policies and laws are mostly well formulated but the implementation of these are severely lacking. In many cases there is also immense information gap, where the people are not aware of their rights and therefore they will never claim them. In these cases the NGOs can play an important role to provide information and build up people's associations and organisations.

The January meeting was followed by another meeting in February. The event was held in Netrakona at the NGO Sabalamby Unnayana Samitiv (SUS). SUS has long experience from working with RBA and during the meeting a field trip was arranged so the Swallows and the partners could learn more about the approach and how it can be applied at the field level. Another purpose of the meeting was to introduce the methods and tools of the first steps of Logical Framework Approach (LFA) facilitated by the Swallows staff. The introduction and training was focusing on the important step of conducting stakeholder analysis. After the training the partners organizations were asked to conduct focus group discussions with the target group (male and female) and the field staff. They were also asked to conduct in-depth interviews with governmental officials related to the agricultural sector as well as analyzing positive and negative stakeholders⁶ in each area that might influence the programme. The partner organizations also took the initiative to form the by-laws of the Steering Committee and created the Bangladesh-Sweden Vänskapsgrupp, also called *the Forum*. The Bangladesh-Sweden Vänskapsgrupp will be the core group of the programme consisting of the six partner organizations and the Swallows. The first draft of the by-laws were prepared and distributed in early March, see appendix I.

In March a five days LFA-workshop was arranged. The Swallows, 6 partner organizations and 12 farmers (6 men and 6 female) from the target group were represented at this meeting. A professional LFA-consultant⁷ was facilitating the meeting in Bangla. During the meeting the *vision, goal, results, activities* and *indicators* of the programme were formulated. As representatives from

⁶The programme identifies four different groups of stakeholders: Those that will be affected 1) positively by the programme 2) affected negatively 3) affect the program positively 4) affect the program negatively.

⁷Dhaka based PRIP-trust.

the target group the farmers' opinions were highly valuable. The findings from the stakeholder analysis also provided useful information for the development of the LFA-matrix. Although, it was discussed if the target group could have been invited to participate at an earlier stage of the programme planning process. The Swallows and the partner organizations are no more than representatives of the target group and if following a RBA the target group should perform as actors of their own right and not only as beneficiaries. In the future the target group will take a stronger position within the programme, the forms for this participation is still yet to be decided. Once again, the discussion of RBA and how the programme will work with this approach was discussed. It was decided that the program will work rights-based by providing capacity building support to the rights-holders (target group) to assert their rights and put pressure on the duty-bearer (for example the government).

The following quote from one of the farmers during the LFA-workshop resembles the broad opinions of the target group and their perceptive of RBA:

"The government has failed to help us and it's possible that the NGOs will do the same. NGOs can propose to us what we can do but it is our responsibility to change our own lives. But we don't know how to reach the government so we need the help from the NGOs to reach there."⁸

After the workshop the partner organizations were asked to finalize their individual programme proposals for 2010-years funding is based on the LFA-matrix. The activities, vision, goal and results developed during the workshop were set to a three-year time frame, which means that the programme will run from 2010 to 2012. But because of restrictions from the Swallows' main donor the first programme proposal had to be written as a one year application. The aim and hope for the future is for the programme to be able to secure and apply for funding during a longer term than one year. The template for the programme proposal is attaches in appendix II.

In mid-may a two days long Steering Committee meeting was held in Dhaka. The main purpose of the meeting was to discuss budget limitations, the programme activities with related time plan and to review the LFA-matrix that was developed in the last meeting. During the discussions about the budget it was agreed to keep the budget limited and consider the first year as a trial year for a continuation of the programme. The partners also made a guideline for salaries within the organizations and developed a common budget structure. Since all organizations will do the same activities in the programme, a three year time plan for the activities and the decisions was commonly agreed upon. A few new activities were added to the activity plan. In connection to the time plan, strategies for why and when to implement the activities was discussed. The second day focused on continuing with the LFA-matrix and the session was led by a professional LFA-consultant. Some changes were made in the objectives and the new activities were added and further discussed.

The implementation phases of ARP have gone on for one year at the writing of this document. As can be seen in literature mainstreaming of RBA within development work must be seen as a process, so even during this year there have been discussions and workshops on RBA. The SC of the ARP have this year focused on how to refine methods and tools for RBA, for example on how to communicate RBA, and in 2011 there will be improvements on how to make actions on advocacy. 2010's development of RBA have had a two way focus, both on how to communicate RBA by action,

⁸18 March 2009, Thanapara, Bangladesh.

trainings and organizational cross visits this to development RBA internal within ARP partners. At the same time have the SC developed keywords to easily explain the key consents of RBA within the ARP⁹. The work within the ARP can be seen in two paths: A) Ecological farming, the path where the farmers try to eliminate surface areas where they can be discriminated. What needs to be remembered is that the farmer profession in Bangladesh are at the bottom of the society, the discrimination is overwhelming in all ways. The farmers need to pay bribes to get access to society institutions, to get seeds and reasonable prices both at the selling and the buying point. So by minimizing the areas of discrimination the farmers are on the way towards food security, food sovereignty and a more sustainable relation with nature and its resources. This is one of the ways that the ARP works towards eliminating one of the root-causes of marginalisation and the poverty of small farmers. B) By coming together and developing a stronger voice the farmers get a better chance in getting access to their rights, which the government has obligations to provide. By developing key words the SC hope that the communication of the rights-based message both internal but especially external will be easier and now lead to an even bigger impact. The next step in the development of RBA within the ARP is to ensure a good and fulfilling implementation of activities within a RBA atmosphere, by building capacity in advocacy.

The programme-planning phase will continue during the rest of 2009 and in 2010 the development phase will start. This Programme Document will continually be updated, with the aim to be finalized in the end of 2012.

Figure 2: Overview of the planning phase in Bangladesh

Early 2008	The Swallows board in Sweden decides that the organization will start working in programme form. The Swallows will apply the perspective of rights-based approach.
July 2008	First programme meeting with 7 partner organizations and the Swallows. The process: <i>From Project to Programme</i> starts.
October 2008	A partner survey is conducted. The aim of the survey is to find the common ground and to get an understanding of how the partner organizations and the Swallows can work together in a programme.
November 2008	Second Programme meeting with 7 partner organizations and the Swallows. The theme, target group and geographical working area of the programme are decided. A Steering Committee for the programme is formed.
January 2009	First Steering Committee meeting with 6 partner organizations and the Swallows. Training and discussions on the perspective of rights-based approach.
February 2009	Introduction and training of the first steps of Logical Framework Approach (LFA) with the Swallows and 6 partner organizations. The partner organizations are introduced to the tools and methods of conducting a stakeholder analysis.

⁹Keywords: Advocacy: *Communication with duty-bearers and rights-holders to ensure farmers rights.*

Survey: *To understand the present socio economic conditions of the target people.* Group/farmer group and farmer organization formation: *Towards independence to claim farmers rights.* Monitoring and evaluation/feed back: *Understanding of progress and setbacks and replanning (if needed).*

Awareness building: *To disseminate information and farmers rights.* Research: *To secure sustainable agriculture.* Accountability: *Organizational duties towards rights-holders and duty-bearers.* Capacity building: *Ensuring target groups and organizations capacity to become empowered.* Sharing of information: *The right to information both within the program, and as accountability to target group.* *The organisation as the link provider information.*

February/March 2009	6 partner organizations are conducting stakeholder analysis with important stakeholders, including the target group.
March 2009	LFA-workshop with 12 participants from the target group, 6 partner organizations and the Swallows. The LFA-matrix is developed including: Vision, Goal, Results, Activities and Indicators for the programme.
March/April 2009	The programme proposals are developed by 6 partner organizations.
May 2009	Second Steering Committee meeting with 6 partner organizations and the Swallows. The programme budget, risk analysis and time plan was developed.
June 2009	Training in Financial Management.
July-September 2009	-
October 2009	A programme strategy is developed. Mapping of networking possibilities with other actors in the agricultural sectors is carried out. The by-laws are finalized. PRA workshop Baseline for the programme is conducted. Criteria for new partner organizations are developed.
November 2009	The monitoring and evaluation system is developed, including methods. The risk analysis is finalized and a plan of action is developed.
December 2009	Climate Change workshop
2010	Start of the programme: Agricultural Rights (2010-2012)

1.2. SWOT analysis

The following SWOT analysis was developed by the programme Steering Committee in January 2009.

Figure 3:

SWOT analysis of the Programme Agricultural Rights developed by the Steering Committee	
<p>Strengths – internal</p> <p><i>All partners within the program have:</i></p> <ul style="list-style-type: none"> - Governmental registration - Experience from working rights based - Experience from working with the Swallows - Long history and friendship with the Swallows - Field experience and available staff - Their own offices - Good organisational credibility and good reputation among the target group and community based organisations¹⁰ (CBOs) - Existing unity among the partners 	<p>Weaknesses – internal</p> <ul style="list-style-type: none"> - Insufficient funding - Short term activities - Physical distance to donors/capital - Physical distance between the partner organizations - Small network - Lack of communication facilities - Short term assignment for Swallows staff in Bangladesh - Possible internal conflict/ narrow interest - Gender imbalance

¹⁰ A CBO is an organization lead by a NGO with group members from the target group.

<ul style="list-style-type: none"> - Training facilities - Link with related donor organizations <p><i>Other:</i></p> <ul style="list-style-type: none"> - Most partners already work with CBOs. - The partners can learn from each other. 	<ul style="list-style-type: none"> - Information gap
<p>Opportunities – external</p> <ul style="list-style-type: none"> - Possibility to expand international relations within the program. - Bangladesh’s government is in favour of agricultural development. - Wide network with other CBO’s, agricultural department offices, local government, other organisations and networks. 	<p>Threats – external</p> <ul style="list-style-type: none"> - Climate changes and natural disasters - International seed companies - Chemical fertilisers - Food crisis - High prices of essentials - Expanding bio-fuel industry - <u>Conflicts:</u> Administrative, financial and political - Gender imbalance - Political instability and changes in national policies - Information gap

1.3. Overview of the programme 2010-2012

This overview is developed by the Steering Committee. All changes in this section must be agreed by the Forum.

Vision:

Farmers are enjoying a happy life in a sustainable environment irrespective of gender, caste, religion, background, disabilities and other constraints.

Goal:

To create an environment for the farmers to assert their rights.

Theme of the Program:

Agricultural Rights

Perspective:

Rights-based approach

Results:

- 1: Strong and independent farmers’ organizations have been developed.
- 2: Other stakeholders are proactively working to support farmers in asserting their rights.
- 3: Enhanced capacity of the farmers in organic farming for a food secure life and sustainable environment.
- 4: Forum partner organizations’ are strengthened to manage the program.

Target group:

Landless, marginalized and small scale farmers Krishak (men) and Krishani (woman)

Geographical working area:

Rural Bangladesh

Working areas of the target group within Agricultural Rights Programme:

Crop production
Fishery
Poultry
Livestock
Sericulture (silk)
Apiculture (honey)
Horticulture (small-scale agricultural production)
Food processing
Marketing of products
Agro forestry
Natural resource management

Agricultural rights definition:

Access to food production inputs (land, water, seeds, soil, fertilizer, cash)
Access to markets
Access to services
Access to information and technology
Access to policy, decision making and planning
Access to equal right to all section, income and service to rural livelihood

2. Situation analysis

This chapter is concentrating on the agricultural sector in rural Bangladesh, mainly focusing on the situation of the target group in relation to the programme theme: Agricultural Rights. The first part gives an overview of the situation of the rural poor in Bangladesh, leading into the next part discussing the political structure in Bangladesh. Finally the chapter connects the theme Agricultural Rights and the importance of working rights-based with farmers in rural Bangladesh.

2.1. Rural Bangladesh

According to UNDP's¹¹ Human Development Index, Bangladesh is listed as number 147 out of 179¹² countries and is therefore ranked as a medium development country. According to data on current trends, Bangladesh is also expected to meet most of the MDG targets. Despite these figure, the increase of food prices in 2007¹³ added an additional of 7,5 million people to the ranks of Bangladesh's hungry, bringing the number of people who consume less than 2100 calories a day to 65 million countrywide. These are people who are spending more than 80 per cent of their household income on food. More than half have to cut back on the number of daily meals, and a small percentage is even going entire days without eating.

Bangladesh is an agricultural nation with about 80% of the population living in the rural areas. 60% of Bangladesh's population is directly involved in agricultural work. If counting the people who are indirectly involved in the sector the figure rises to 70-75%. The majority of the country's poor live in

¹¹ United Nations Development Programme

¹² 2008's Human Development Index: <http://hdr.undp.org/en/statistics/> (16.04.2009)

¹³ The reasons for the increased prices were mainly natural disasters and a global price hike of essentials, such as fuels.

rural Bangladesh, and because of population growth the figure is constantly rising. Bangladesh's population growth was among the highest in the world in the 1960s and 1970s, when it grew from 50 to 90 million. However, with the promotion of birth control in the 1980s, the growth rate slowed. Today there are approximately 150 million people in the country. Although thanks to the fertile land, Bangladesh could be almost self-reliant on rice production, Bangladesh produced 27 million ton rice in 2008. This was estimated to be a very good year. Important to note is that Bangladesh is a country that is often and very severely hit by natural disasters. The cyclone Sidr, in November 2007, destroyed large areas of agricultural land which resulted in a shortage of rice.

It's not only in rural Bangladesh that the population is increasing. Since the liberation war in 1971 the urbanization has increased rapidly causing social problems and development of slum areas in the larger cities. Many people are forced to migrate or do so in search for a better life in the cities or abroad. One of the reasons of migration is the growing population that has led to fewer opportunities to make a living out of agriculture. With a population of roughly 800 people per square kilometer, one of the highest in the world, it has become almost impossible for every family to own and cultivate its own land which was more or less the reality in the early 70th. The infected issue about land rights is a constant problem especially forcing the already poor into even deeper poverty. According to the Land Reforms Action Program, from 1987, all state owned agricultural *khas*¹⁴-land should be allocated to the landless population. But, in reality this is rarely the case. The agricultural khas-land is often leased to influential politicians or businessmen, neglecting the rights of the landless people. The Bangladesh Agricultural Research Council (BARC) is also estimating that the country loses approximately 1% of agricultural land every year due to urban development.

Another reason for the migration is the powerless situation that many of the rural poor find themselves in. Some political analysts argue that the political and social elites in Bangladesh are moving away from the village people. The village people are often excluded from the mainstream politics because the state doesn't make an effort to understand the villages and can therefore not serve their purpose¹⁵. This generates a feeling of hopelessness among the people, and it's not uncommon that legal decisions are taken by informal power structures such as religious leaders etc. It is also commonly known that many poor groups are not aware of their political, human and social rights, and the lack of knowledge is often misused by influential elites in areas like land rights, access to the market and the production process. Since the start of 2009 there has been a new campaign to abolish local terrorist groups which has shown that there has been an increase of these groups over the past years. In many areas religious leaders are also becoming more powerful in the local decision making processes, which for the critics can be understood as an effect of the communication gap between the national elites and the grassroots.

Since the start of the Swallows in Bangladesh¹⁶ the organization has worked with rural development with the poorest of the poor to prevent mass migration to the urban areas. People who are content and have a relatively stable life in the rural area will be able to make more conscious decisions. The Swallows is not against migration to the cities but believes that people should avoid moving to urban areas out of desperation. In the new country programme the Swallows intends to continue working

¹⁴ Khas-land is land owned by the government. There are three major categories of khas-land, one of the is agricultural khas-land.

¹⁵ Prothom-Alo 2009/03/29 – Editorial

¹⁶ The Swallows first came to Bangladesh in 1972, after the liberation war.

with rural development since there is already a strong understanding and great knowledge within the organization and among the partners in this area.

Working with rural development includes many different dimensions such as food-security, land rights, disaster prevention, women's rights and sustainable farming. Currently it is not possible for a small organization like the Swallows to work with all these issues. In the new country programme the Swallows and the partners has therefore decided to work in rural Bangladesh by developing institutions for agricultural rights, which means that the focal point will move from a previous basic-needs and service delivery approach to work with a rights-based approach. The programme identifies poor people as actors of their own right and not victims or beneficiaries and therefore the goal is to create an environment for the farmers to assert their rights. In the long-term the farmers should be aware and empowered and able to assert their rights even without the help from NGOs.

2.2. The political structure

As mentioned in the programme's SWOT-analysis (see figure 3) the year of 2009 and forward is a good time to start working with agricultural development in Bangladesh. The newly elected Awami League (AL) government¹⁷ is prioritizing agriculture and rural development. In AL's election manifesto from 2008 agricultural development is mentioned as an important programme focusing on the following areas: food to all, fair prices and loan systems, appropriate measures to face globalization, village development, increased social justice in the distribution of land and water bodies, create pollution free environments, save water resources and protect the country from climate change. The newly appointed agricultural minister is Ms Motia Chowdhury, who was also the agricultural minister during the last AL government in 1996-2001. During her first term in office, in 1996, the New Agricultural Extension Policy (NAEP)¹⁸ was developed. The first years after the creation of NAEP, the policy was partly implemented by some of the larger NGOs in Bangladesh. The policy talks about the government's responsibility to reduce rural poverty, lift the social and educational standards, reduce environmental degradation and increase production in favor of the farmers. Furthermore the policy follows a rights-based approach which is possible to locate in formulations like the following: *Farmers' problems will set the extension agenda, and in this way, extension service will be demand led, and based on local situation and resources.*¹⁹ Participatory methods are also mentioned as an important tool to achieve the goals. By working together with the farmers and determine appropriate courses of action for self-reliance the farmers will be empowered.

When Bangladesh Nationalist Party (BNP) came into power in 2001, many analysts' argue that the development of agriculture in Bangladesh became less prioritized. NAEP was still an official document, but not much was done for its implementation. During the caretaker government in 2007-2008, the agricultural sector was priorities but not much was done to implement NAEP.

As mentioned before, with the new government in office there are new more ambitious agricultural goals. The AL government is saying that it's working to encourage various partners and agencies within the national agricultural extension system to provide efficient and effective services. The objective is to increase the efficiency and productivity of agriculture in Bangladesh. There are also

¹⁷ The general election was held 29 December 2008.

¹⁸ NAEP can be downloaded at: http://www.bangladeshgateway.org/egovernment/New_Agri-ext_policy.pdf (21.04.2009)

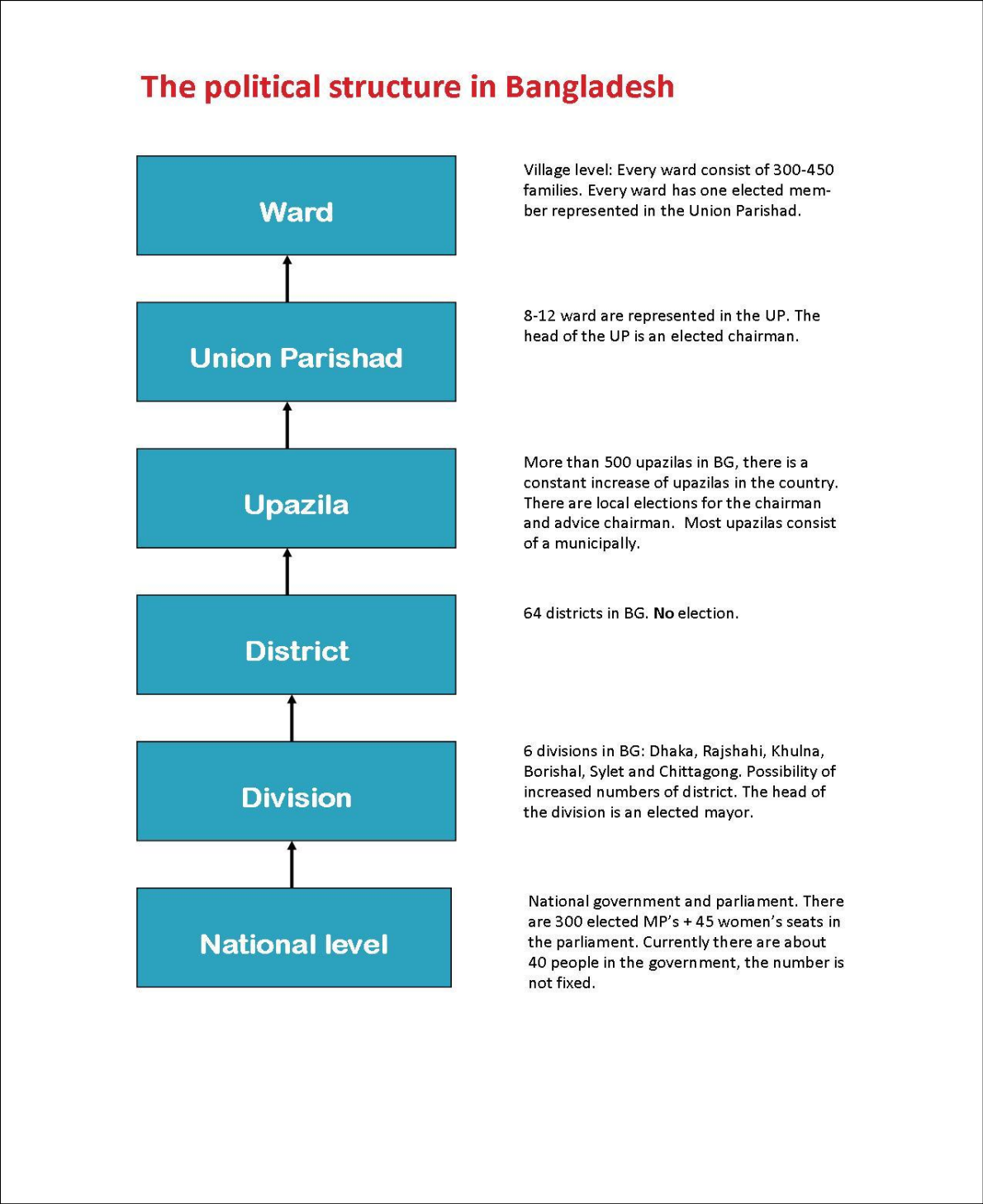
¹⁹ NAEP, page 6 (1996)

strong groups with the agricultural ministry and the government who would like to revise NAEP for improvements and new ways of implementation. They mean that the policy, which was developed in 1996, is not fully up to date with the current situation in Bangladesh. Political analysts believe that there is a good chance that NAEP will be improved and implemented efficiently. Although, there are still larger obstacles in the political and social system that are not in favor of this development.

To explain the political structure in Bangladesh in a simplified way, it is possible to say that there are six levels; from national, to division, district, upazila, union parishad to the smallest of them all: ward (see figure 4). At the national level the government and the ministries are represented. In Bangladesh, a country with a large population mainly living in rural areas there is a great need of a functional local and regional political structure. Currently the local political level is very dependent on the decisions taken at the national level. The local government doesn't receive their own funding from the local tax payers. Instead the money is allocated from the national level. This means that what is decided at the national level needs to be filtered down to the ward. As discussed in section 2.1. there is a discussion about the lack of understanding between the elites in the capital Dhaka and other major cities and the village people. Many of the rural poor feel excluded from politics and the decision making process. In the case of agriculture, according to NAEP, decentralization is important to achieve the policy's goals. The policy points out that the Department of Extension has agents at grass root level. NAEP writes: *One extension agent is primarily responsible for approximately 1000 farm families*²⁰. In reality this is just a vision. It is not unusual that one extension agent is working with more than 25.000 families.

²⁰ NAEP, page 8 (1996)

Figure 4: Simplified figure of the political structure in Bangladesh



A major reason for the poor implementation of the decisions taken at the national level is lack of human and financial resources at the local level. There is also a lack of communication between the different political levels. In the gap that has developed between the national level and ward level thousands of non-governmental organizations (NGO) have stepped in to provide services to the people. The NGOs are getting involved in a wide variety of projects and in the absence of an

integrated governmental plan for the NGO sector, NGOs are working almost independently of governmental interference in rural Bangladesh. Only a very few take input from the governmental long-term perspective plans. The NGO sector in the country has developed into one of the most active in the world. Often so influential and important to the people that the citizens have stopped asking the government for their needs and nowadays turn straight to the NGOs. The Swallows' Agricultural Rights programme aims to change this trend. By making people aware of their citizen rights and policies like NAEP, Bangladesh's agricultural policy, AL's election manifesto, MDG and other UN declarations they will obtain increased knowledge about their rights in relation to available resources. The new knowledge also needs to be combined with other training and empowerment building activities for the purpose of the people to understand power structures and claim their legal rights. This will be discussed more in section 2.3.

Important to add to the discussion about the political structure in Bangladesh is the way decisions are taken and ways of implementation of these. This short section will focus on the local level (ward, union parishad and upazila) where both formal and informal politics are present. The formal level can be defined as the political structure showed in figure 4. It consists of democratically elected members and chairmen with a formal budget allocated from the national level dealing with law, order and implementation of policies. As mentioned earlier the formal structure is relatively weak because of lack of resources but also, as very important factors, because of the high levels of corruption²¹ and nepotism. There is also a developed informal structure in rural Bangladesh. The *Shalish* works as a village court dealing with small-scale civil and criminal disputes. Also religious leaders and other influential people have large power over the decision making process at the local level. Corruption and nepotism are also spread in the informal system. Another important factor at both the formal and informal level is the social networks and hierarchies that dominate how decisions are taken. The non-governmental organization BRAC Bangladesh calls this structure "the net". To influence and change the local system one has to be aware and partly work with the net. It is also important to be accepted by the net, which means that influential people, such as religious and political leaders, money lenders, businessmen etc, often have the power to stop projects that they don't support and this can cause delays or complete cancelation of new initiatives. The net is a very complex system and something that the programme most probably will be facing and therefore have to have a strategy to work with.²²

With thousands of NGOs, governmental bodies, and informal power structures in Bangladesh one might think that there are also strong people's groups represented in Bangladesh. Interestingly enough this is not the fact, there is a severe lack of organized people's groups both locally and nationally, such as farmers associations and women's groups. Without groups, excluding the NGOs, representing these people they are almost bound to be run over by the net in the fight for the countries power and resources. Especially is this the fact for poor people in Bangladesh, whose voices are rarely heard.

²¹ According to Transparency International report on corruption Bangladesh is ranked as number 147 (CPI score 2.1). Somalia is at the bottom, rank 180 (CPI 1).

²² Understanding the local power structures in local Bangladesh, David Lewis and Abul Hossain (2008) Sida Studies 22.

2.3. Agricultural Rights

From the beginning when the planning of the Bangladesh country programme started there has been a very strong focus on participation. As described in chapter 1 there have been several meetings and studies conducted with the partner NGOs and the target group before the programme proposal for funding was finalized. The partners and the target group have lead the process together with the Swallows in Bangladesh and Sweden and one of many important realizations during this process has been that the perspective of RBA and the theme Agricultural Rights are more than just theoretical terms. When working with the grassroots out in the field level these two ideas needs to be understood, formed and implemented in a way that the local people believes in them. If this doesn't happen the process will be unsustainable.

In February/March 2009 the partner NGOs conducted a stakeholder analysis with the target group, field workers and other important stakeholders to get a better understanding of the problems related to the agricultural sector, mainly focusing on agricultural rights, that the farmers are facing and how to solve them. Three core problem areas were defined with several problems in each group. Figure 5 summarizes the major problems facing the target group of the Swallows' Bangladesh programme.

Figure 5: Three core problem areas and major problems facing the target group

1. Production and Marketing	2. Rights	3. Environment and Health
<ul style="list-style-type: none"> - Farmers are dependent on agricultural inputs and products. - Agricultural inputs are not available in time. - Indigenous agricultural knowledge is ignored. - Lack of irrigation water/higher cost of irrigation. - Unstable market price of agricultural products => The farmers can't control the market price of their own products. 	<ul style="list-style-type: none"> - Lack of information from the governmental and other institutions on agriculture. - Farmers are unaware of their agricultural rights. - Farmers do not claim their rights. - Gender imbalance. - Child abuse and labor in the agricultural sector. - Farmers do not get fair price of their production. - Farmers are not represented in the decisions making process. - Unequal land access. - Unfair agricultural loan system that is not in favor to small scale farmers. 	<ul style="list-style-type: none"> - Environmental degradation. - Climate change. - Unsustainable use of chemicals and pesticides harming human health and the environment.

Since the perspective of RBA has been leading the programme process it is important that the activities conducted in the programme also are in line with the perspective. It is also significant to understand how RBA can work in the agricultural sector.

As discussed earlier in this chapter, Bangladesh is one of the poorest countries in the world with a very high percentage of people living under the poverty line. The programme targets some of these

people and must therefore learn to work with them for the best outcome. During the discussions and studies that have been carried out prior to the programme proposal it became clear that the target group were mostly asking for progress and change in their life within a short time span and not in the long run. The target groups vision for a happy life was to be able to send their children to school, have a fertile paddy field and fish pond and a house that survives heavy storms. To achieve these visions a service delivery perspective would be sufficient even though the programme chooses to work with the RBA perspective. The reason for this is that the programme believes that only service delivery activities, such as building houses, doesn't change power structures in the society that are the main causes of poverty. But, on the other hand, the programme have also realized that the target group, who are living on the edge of extreme poverty, need to see some short term effects of their work to trust the long-term changes that hopefully will come if they join the programme. The Swallows programme believes in human development to achieve the vision of a happy, sustainable and equal life for the farmers in Bangladesh. The key point is that development is about people. By empowering these people new opportunities will be created for them to live a better life. Empowerment of these people includes increased knowledge, about their rights and the world, and simultaneous actions to participate in and own the process. This in itself is a never ending process and there are always new levels of empowerment that can be achieved. The famous Brazilian educator and theorist Paulo Freire analysis the process of empowering deprived people and describe it as a culture of silence, of the poor, that need to be demolished. People need to be aware of their rights to be able to claim them. However, the process of empowerment is nothing that will happen over a day. Paulo Freire argues that: *"People are not machines or objectives that can be worked on like motors. They have to be worked with"*²³. With the theories of RBA and the voices from the target group in back of our heads the Swallows and partners have designed the new Bangladesh programme, mainly focusing on RBA activities but with a realization that it will take time and, have to, take time before the programme can work fully and completely with RBA activities.

To go back to figure 5 and the core problems that are facing the target group in rural Bangladesh, it is important to realize that the three areas: (1) Production and Marketing, (2) Rights and (3) Environment and Health are equally important and all of them need to be addressed to achieve positive changes for the target group. These are all areas that are mentioned in NAEP and therefore also should be the government's responsibility to improve and work for. When developing the activities of the programme three objective trees were developed based on the core problems of the farmers. The objective analyses are attached in appendix II. By studying the analysis it becomes clear that many of the objectives can be achieved by increased knowledge and capacity of the farmers, and by organizing the farmers in associations to pressurize the duty-holders in order to achieve their rights. These activities are completely in line with a RBA and it was decided that the programme will focus on these activities. As mentioned earlier the goal of the programme was to *create an environment for the farmers to assert their rights*, and this will be achieved by four measurable results:

Result 1: Strong and independent farmers' organizations have been developed.

Currently there are no existing farmers associations in Bangladesh. The NGOs, the government and informal power structures place a vital role in the farmers' life. The farmers themselves have very

²³ Development as Conscientization, the case of Nijera Kori in Bangladesh, Abul Barkat et al. (2008) Page 56.

few arenas to raise their own voice if they want to change or assert their rights. The Swallows programme aim to change this, but the programme also need to be aware of the risks related to such activities, which will be discussed more in the risk analysis.

Result 2: Other stakeholders are proactively working to support farmers in asserting their rights.

The farmers associations can't work independently. Therefore it's of major importance that they have allies among other stakeholders, such as the media, politicians and other influential groups, that work with them to assert their rights.

Result 3: Enhanced capacity of the farmers in organic farming for a food secure life and sustainable environment.

Organic farming helps the farmers to live a more healthy life because of less use of harmful pesticides and chemicals. But importantly, it helps the farmers to get more control over their own production. By producing their own organic fertilizers and pesticides, seeds and other agricultural inputs the farmers become less dependent on the market which nowadays is controlled by multinational companies, middle men and the government with little attention given to the poor farmers. This result aims to make the farmers less dependent on the market system and also ensure a more healthy life for the farmers and their land.

Result 4: Forum partner organizations' are strengthened to manage the program.

The last result aims to improve the capacity of the partner organizations. The aim is to reach out and become an advocate for the farmers to assert their rights in agriculture. The programme also aims to improve the knowledge, internally but also externally by producing information material, in the field of agricultural rights, and to build up a strong network with other groups and stakeholders working in favor of the farmers.

2.4 Farmer's Organizations

The farmers' organizations (FO) will be the key institution of the farmers for establishing farmer rights and will also play key role in promoting sustainable agriculture. The purpose of the farmers' organizations is to promote and advocate for the farmers' rights in the local communities as well as towards media and governmental administrations. The target groups are landless, small and marginalized farmers. The executive committee of the farmers' organizations will consist of a maximum nine members elected body with one chairperson, secretary, cashier and general members.

It is the farmers who will decide to form their own independent organization and the NGOs will only play the role of facilitators. Due to lack of confidence upon their strength to form their independent organization and hence the NGOs play a vital role. Strong motivation is crucial for the farmers to feel confident in to forming their own organization. To enable an increased confidence, education on their rights is needed as well as enhanced access to information. And ultimately, the farmer organization will establish a collective production and marketing system from where they will get the maximum benefit out of their production as well as they will be included into the modern industrial

agriculture in a sustainable manner. So, developing strong and independent farmers' organizations is a long term process. However, under the programme following process will be followed.

Group formation: At first step the farmers will be organized into groups. Each group will most likely consist of 20-25 farmer families (1 male & 1 female member from each family) of small, marginal & landless category and who are directly involved in farming activities. Such 2/3 groups will be formed to cover the whole village.

Motivation & Education: A set of activities will be done to motivate and educate the organized farmers including establishment of **Community Based Information & Education Centre (IEC)**.

Leadership Development: It is a precondition for organizing and maintaining independent farmer organization. Farmer leaders will be developed within the farmers groups through the process of motivation, education and other capacity building activities.

Formation of Farmer Organization (FO): When the group members are motivated to form their organization then several workshops will be conducted with the participation of the group leaders to form their farmer organization including developing their constitution. Initially, the target farmers of the programme will become the members of the FOs. Then any interested farmer who fulfills the membership criteria set in the FO constitution can become member of the FO based on the decision of the FO leaders.

Capacity building: Different capacity building activities including training, workshop, exposure visit, IEC, discussion meeting etc. will be done for the organization leaders.

M&E system development: Community M&E system will be developed with participation of the FO leaders and other concerned for continuous monitoring of their planned activities.

However, the whole process of developing FO will be participatory by facilitation of the respective NGOs. Initially, the organizations will have to provide with all necessary supports mainly for developing a strong institutional base of the FOs up to a certain period until they have enough capacity to manage the organization independently. On the other hand, the business organization would be developed on try-party-partnership basis of the FO, entrepreneurs and the respective NGO.

Future vision:

The FOs will develop network with all other similar and likeminded farmer organizations/community based organizations to form a single farmer organization at national level with village, union, upazila and district level units throughout the country and/or the farmer organization developed under the program will be extended throughout the country with aforesaid units.

3. The programme participants

The programme's participants are landless, marginalized and small scale farmers in rural Bangladesh. The definitions²⁴ are the following:

- Landless farmer: owner of less than 0,2 hectare land. Currently 24% of the agricultural population in Bangladesh is landless farmers.

²⁴ The programme is adopting the same definitions as developed by Bangladesh's Land Reform Action Programme (1987).

- Marginalized farmer: owner of 0,2-0,6 hectare land. Currently 30% of the agricultural population in Bangladesh is marginalized farmers.

- Small scale farmer: owner of 0,61-1 hectare land. Currently 22% of the agricultural population in Bangladesh is small scale farmers.

The programme recognizes both female and male farmers. In bangla a male farmer is called Krishak while a female farmer is Krishani. These terms will be used in the programme. Traditionally the group of Krishak is the only one recognized as working farmers. Although, the Swallows programme aims to change this trend since the Krishani are also an important working farmer in the process of production. For example is it the Krishani who normally conserve the seeds, process the harvest crops and take care of the home stead area and production. Krishak and Krishani are seen as equal partners in the programme, with the same rights and voices. Since women are traditionally oppressed in the Bangladeshi society the programme will follow a non-discrimination process and give special attention to the Krishani in the implementation of the programme to make sure that they are equally represented.

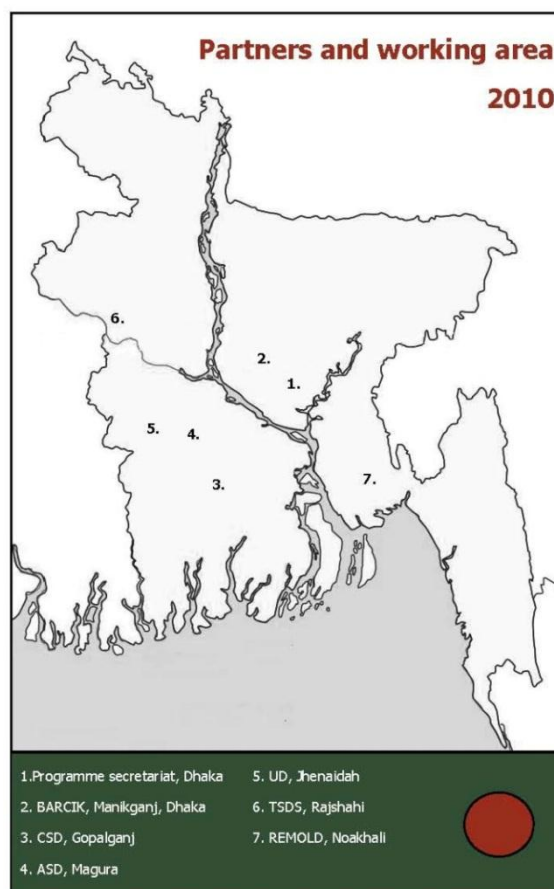
4. Partner organizations

There will be seven member organizations represented in the programme's steering committee when the programme starts in 2010. The organizations are: The Swallows (as the secretariat), Association for Sustainable Development in Bangladesh (ASD), Bangladesh Resource Center for Indigenous Knowledge (BARCIK), Campaign for Sustainable Development (CSD), Resource Mobilization for Development (REMOLD), Thanapara-Swallows (TSDS), and Unnayan Dhara (UD).

In 2010 the programme will also welcome other organizations that have experience in the field of the programme, to broaden the working area. The criteria for partnership are under development and will be finalized before the start of the programme.

4.1. Map

Figure 6: Programme working area in Bangladesh



5. Programme LFA-matrix

The programme LFA was developed during the workshop in March 2009 together with the Steering Committee and the target group. In May 2009 the final version was approved by the Steering Committee.

Intervention Logic	Objectively Verifiable Indicator	Means of Verification	Risks
Vision:			
Farmers are enjoying a happy life in a sustainable environment irrespective of gender, caste, religion, background, disabilities and other constraints.			
Goal:			
To create an environment for the farmers to assert their rights.	Appropriate mechanisms available at grassroots levels for disseminating information necessary to the farmers 60% of the target farmers are getting services from Department of Agricultural Extension (DAE)	Project Completion Report, Evaluation Report, Report of DAE	Unexpected changes in government policies may hamper asserting farmer's rights to information

Intervention Logic	Objectively Verifiable Indicator	Means of Verification	Risks
	Access to agricultural services provided by the government increased for the farmers in comparison to the period of program inception		
Results:			
1. Strong and Independent Farmers' Organizations have been developed.	At least one small or marginal farmer from each Union became member of Union Parishad's Agriculture Standing Committee	Project Completion Report, Evaluation Report, Progress Report, Minutes of the meetings of Farmers Organizations	Influence of vested interest group can be harmful for the farmer organization
	--- Farmer Organizations are formed by 1st year of the project period in conformity with the criteria as proposed		
	50 % of established farmer organizations remained responsive to gender issues in organizational practices and other activities in line with respective gender plan.		
	60 % of the farmers organizations remained functional throughout the program period by following respective by laws		
	Throughout the program period 60% of the farmer organizations operated as per respective action plan		
	At the beginning of the third year, 40 % of the FOs have established functional relationship with strategic stakeholders, for example local government, local administration, DAE.		
	In the beginning of the third year, 60 % of the established farmer's organization initiated for claiming farmer's rights particularly in the areas of right to: information, services, protect genetic resources, common natural resources		
2. Other stakeholders are proactively working to support farmers in asserting their rights.	By the third year, Union Agricultural Development Committees of 20 Unions become more proactive in line with respective procedure and remained functional throughout rest of the program period	Project Completion Report, Evaluation Report, Progress Report, Media Clippings	Establishment of Women corner in the market can be resisted by fundamentalists
	In 50 % of the working areas Agriculture office, Livestock and fishery office and Upazilla Administration started plying more proactive role in providing services to the farmers in comparison to the program inception period		
	By the end of the second year in six unions, the Union Parishad and the local market committees have started taking more proactive role in creating woman's opportunity to participate in the local market in comparison to the program inception period.		
	From the end of the first year, print media started giving more importance on farmer's issues		
	From the beginning of the second year, individual and/or organizations from civil society started playing an active role in establishing framers' rights.		

Intervention Logic	Objectively Verifiable Indicator	Means of Verification	Risks
3. Enhanced capacity of the farmers in Organic farming for a food secure life and sustainable environment.	By second year of the project period 40 of organic model farms established in the project areas with provisions for technologies, logistics and resources as required.	Project Completion Report, Evaluation Report, Progress Report, Minutes of the meetings of Farmers Organizations	Practice of inorganic farming system by the Rich farmer may hamper the organic farming system practice.
	80% of the target farmer started using organic agricultural technologies from the third year		
	5 % of target farmers started to become involved in adaptive research on location specific agricultural problems by the second year.		
	By the second year of the project period 2500 farmers received new skills, information and technologies in the area of organic manure production, organic pesticide productions, integrated pest management, seed production and preservation, integrated homestead production system.		
4. Forum partner organizations' are strengthened to manage the program.	Staff member with adequate quality, worked in respective positions throughout the program period.	Project Completion Report, Evaluation Report, Progress Report, Minutes of the meetings of Farmers Organizations	Unavailability of resource organization may hamper the process
	Qualitative reports are submitted on time to concerned authorities throughout the program period.		
	Activities has been carried out throughout the program period as per the action plan		
	Core management policies and systems are in place and implemented in the partner organizations (financial, monitoring and HR)		
	The secretariat remains functional throughout the program period in line with relevant policies and procedures as applicable.		
	Program management decision making process include optimal level of participation of target group and partner organizations.		
Activities:			
1.1 Form --- Farmer's Groups			
1.2. Form --- Farmer's Organizations			
1.3 Arrange and conduct Training of the Farmer's group leaders on: a) Leadership development, b) Farmer's rights, c) Gender in Agriculture, d) Farmer's Institution development (and management), e) Communication skills and f) Financial management			
1.4 Arrange training-workshop on Right Based Approach for the representative of Farmer's Organizations (1 from each)			
1.5 Provide support to farmers' groups for conducting fortnightly meeting			
1.6 Provide support to farmers' organizations for conducting quarterly meeting			
1.7 Arrange annual farmer's conference			
1.8 Provide support to farmer's organizations in preparing respective quarterly action plan			
1.9 Arrange exposure visit for the farmers			
1.10 Develop Community Monitoring System for the farmer's organization			
1.11 Provide support to farmer's organization in conducting monitoring			
1.12 Provide support to farmer association in fundraising.			
1.13 Establish agricultural information center to support farmer's organization			
1.14 Published leaflet, poster on agriculture rights issues			
1.15 Develop by-laws of the farmers' groups			
1.16 Develop by-laws of the farmers' organizations			
1.17 Arrange Farmers organization's meetings on national level			
1.18 Provide support to farmers groups to arrange agriculture right based rallies and human chain			
1.19 Develop training module			

Intervention Logic	Objectively Verifiable Indicator	Means of Verification	Risks
1.20 Monthly Program Progress Review Meeting			
1.21 Staff meetings for planning			
1.22 Observation of Agricultural Day and cultural program			
1.23 Meetings on district level			
2.1 Conduct advocacy meeting with local government to activate the standing committee.			
2.2 Conduct advocacy meeting with Agriculture office and other government service providers.			
2.3 Conduct meetings with Local Market committee and related department of Government and other civil society to lobby for establishing separate women's corners in the market			
2.4 Arrange feature service for print media coverage			
2.5 Arrange different meeting and seminar with civil society people.			
2.6 Arrange Upazilla level workshop			
2.7 Launching of program at District / Upazilla level			
3.1 Arrange capacity building training for the farmers on: a) Organic pesticide preparation, presentation and application, b) Organic manure production, preservation and utilization, c) Integrated farm's and crop management in collaboration with DAE, d) Integrated homesteaded production system and e) Farmer's self seed production, preservation and exchange			
3.2 Establish issue/problem bases farmer led research			
3.3 Set up demonstration on seed production preservation			
3.4 Establish organic model farms in farmers level			
3.5 Organize field days			
3.6 Organize rural exhibition on different organic argil technologies and information			
3.7 Organize work shop on findings and result sharing with the different stakeholders			
3.8 Establish organic agricultural resource center			
3.9 Published leaflet, poster on agriculture rights issues			
3.10 Establish community seed bank, exchange and marketing			
3.11 Arrange right based cultural show			
4.1 Provide support to the Forum Members to develop Project Implementation Plans			
4.2 Conduct monitoring			
4.3 Conduct annual reflection meetings with key program staff			
4.4 Arrange periodic meetings for Steering committee			
4.5 Arrange periodic meetings for Forum			
4.6 Provide trainings and seminars to the program staff on: a) Reporting and documentation, b) Advocacy and negotiations, c) Community mobilization, d) Democracy and human rights, e) Gender, f) HIV/Aids, g) Financial management and h) Networking			
4.7 Produce case studies, reports on agricultural rights			
4.8 Prepare and submit progress reports			
4.9 Conduct Midterm review (external)			
4.10 Conduct Program evaluation (external)			
4.11 Conduct Annual Audit			
4.12 Develop strategic plan for the forum			
4.13 Staff capacity building			
4.14 Conference on Agricultural Rights			
4.15 Yearly review of Program Document			
4.16 Develop Common Operational Guideline for the program and yearly review			

6. Description of activities and strategy

The programme activities are planned for a three year period (2010-2012) and are divided into collective programme activities, i.e. activities that are implemented by the programme secretariat in Dhaka and open for all partner NGOs, and separate programme activities that are undertaken by the partner NGOs mainly at the field level. Although the separate programme activities are similar for all partner NGOs, see 6.2.

6.1. Collective programme activities

The collective programme activities aim to achieve Result 4.

The collective activities will mainly be conducted by the Swallows office in Dhaka. The activities are mainly of three characteristics; support to the program development and continuation, staff capacity building and advocacy work on a national and international level.

The first group of activities is compiled to support the partner organizations in their work towards reaching the goals of the programme, including Forum meetings, programme staff meetings and review meetings. These meetings will be conducted to discuss success and diminish problems but also to let the staff and Forum members to meet and learn from and inspire each other. In this group of activities one can also find activities that are focusing on monitoring of the programme partners and reporting to the donor.

The second group involves trainings for the programme staff and head of the organizations. The trainings will be arranged with the purpose to increase the knowledge of Sida's development focus areas but also to provide key staff with capacity in important issues for attaining the programme goals such as advocacy and community mobilization. The key staff will after finished trainings go back to their respective organizations and train their field staff in the same issues.

The third group was developed to connect the work made by the organizations and the target group on a local level, with advocacy work on a national level. The information and reports will also be a part of the information work conducted by the Swallows in Sweden.

Time plan for the activities.

Activity	Year 1	Year 2	Year 3
4.1 Provide support to the Forum Members to develop Project Implementation Plans			
4.2 Conduct monitoring			
4.3 Conduct annual reflection meetings with key program staff			
4.4 Arrange periodic meetings for Steering committee			
4.5 Arrange periodic meetings for Forum			
4.6 Provide trainings and seminars to the program staff on: a) Reporting and documentation, b) Advocacy and negotiations, c) Community mobilization, d) Democracy and human rights, e) Gender, f) HIV/Aids, g) Financial management, h) Networking, i) teaching methods			

4.7 Produce case studies, reports on agricultural rights			
4.8 Prepare and submit progress reports			
4.9 Conduct Midterm review (external)			
4.10 Conduct Program evaluation (external)			
4.11 Conduct Annual Audit			
4.12 Develop strategic plan for the forum			
4.13 Staff capacity building			
4.14 Conference on Agricultural Rights			

Contents of the activities.

Activity	Content
4.1 Provide support to the Forum Members to develop Project Implementation Plans	During a Steering Committee meeting a Project Implementation plan will jointly be developed.
4.2 Conduct monitoring	The Swallows will follow the partner organisations work over the year with field trips and meetings in accordance to the monitoring plan
4.3 Conduct annual reflection meetings with key program staff	The secretariat will organise a workshop where the staff can discuss their reflections and the progress on the program
4.4 Arrange periodic meetings for Steering committee	The steering committee are in charge of the program and will take decision that is important for the programs
4.5 Provide trainings and seminars to the program staff on: Reporting and documentation, Advocacy and negotiations, Community mobilization, Democracy and human rights, Gender, HIV/Aids, Financial management, Networking, Teaching methods.	Trainings with program staff will be held during the three years. Each organisation is after a training responsible to educate the farmers groups or organisations in each issue.
4.6 Produce case studies and reports on agricultural rights	One or two partner organizations will produce a report on the state of agricultural right. The report will be distributed in Bangladesh and be a part of the information work in Sweden. Some reports might be presented during the conference arranged by the forum.
4.7 Prepare and submit progress reports to donors	Monitor and follow the partners work and write the reports in consultation with the partner organisations.

4.8 Conduct Midterm review (external)	A local consultant will be hired to do a Midterm review of the program.
4.9 Conduct Program evaluation (external)	A local consultant will be hired to do an evaluation of the program.
4.10 Conduct Annual Audit	Hire a local audit firm
4.11 Conference on Agricultural Rights	Organize a conference with lecturers from different part of the Bangladeshi society.
4.12 Yearly review of Program Document	Organize a meeting with involved parts of the partner organizations to discuss and review the document.
4.13 Develop Common Operational Guideline for the program	Write and workshops will be held in connection to steering committee meetings. Example of guideline is formation of farmers' organisations.
4.14 Prepare and submit yearly proposal	Prepare yearly proposal with the forum members. The preparation will not only take part in the office but also on common activities.

6.2. Separate programme activities

The separate programme activities aim to achieve Result 1, 2 and 3.

Activity	Year 1	Year 2	Year 3
1.1 Form --- Farmer's Groups			
1.2. Form --- Farmer's Organizations			
1.3 Arrange and conduct Training of the Farmer's group leaders on: a) Leadership development, b) Farmer's rights, c) Gender in Agriculture, d) Farmer's Institution development (and management), e) Communication skills and f) Financial management			
1.4 Arrange training-workshop on Right Based Approach for the representative of Farmer's Organizations (1 from each)			
1.5 Provide support to farmers' groups for conducting fortnightly meeting			
1.6 Provide support to farmers' organizations for conducting quarterly meeting			
1.7 Arrange annual farmer's conference			
1.8 Provide support to farmer's organizations in preparing respective quarterly action plan			
1.9 Arrange exposure visit for the farmers			

1.10 Develop Community Monitoring System for the farmer's organization			
1.11 Provide support to farmer's organization in conducting monitoring			
1.12 Provide support to farmer organizations in fundraising.			
1.13 Establish agricultural information center to support farmer's organization			
1.14 Published leaflet, poster on agriculture rights issues			
1.15 Develop rules and regulations of the farmers' groups			
1.16 Develop by-laws of the farmers' organizations			
1.17 Arrange Farmers organization's meetings on national level			
1.18 Provide support to farmers groups to arrange agriculture right based rallies and human chain			
1.19 Develop training module			
1.20 Monthly Program Progress Review Meeting			
1.21 Staff meetings for planning			
1.22 Observation of Agricultural Day and cultural program			
1.23 Meetings on district level			

Activity	Year 1	Year 2	Year 3
2.1 Conduct advocacy meeting with local government to activate the union agricultural development committee.			
2.2 Conduct advocacy meeting with Agriculture office (UP) and other government service providers.			
2.3 Conduct meetings with Local Market committee and related department of Government and other civil society to lobby for establishing separate women's corners in the market			
2.4 Arrange feature service for print media coverage			

2.5 Arrange different meeting and seminar with civil society people.			
2.6 Arrange Upazila level workshop			
2.7 Launching of program at district / upazilla level			

Activity	Year 1	Year 2	Year 3
3.1 Arrange capacity building training for the farmers on: a) Organic pesticide preparation, presentation and application, b) Organic manure production, preservation and utilization, c) Integrated farm's and crop management in collaboration with DAE, d) Integrated homesteaded production system and e) Farmer's self seed production, preservation and exchange			
3.2 Establish issue/problem bases farmer led research			
3.3 Set up demonstration on seed production preservation			
3.4 Establish organic model farms in farmers level			
3.5 Organize field days			
3.6 Organize rural exhibition on different organic argil technologies and information			
3.7 Organize work shop on findings and result sharing with the different stakeholders			
3.8 Establish organic agricultural resource center			
3.9 Published leaflet, poster on agriculture rights issues			
3.10 Establish community seed bank, exchange and marketing			
3.11 Arrange right based cultural show			

Contents of the activities

Activity	Content
1.1 Form Farmers' Groups	A forum for sharing socioeconomic problems and discuss solutions. Participatory capacity building will take place to prepare the farmers for further organization.
1.2. Form Farmers' Organizations	Create an arena for farmers to meet in a more organized way and in bigger groups.
1.3 Arrange and conduct Training of the Farmers' group leaders on: a) Leadership development, b) Farmer's rights, c) Gender in Agriculture, d) Farmer's Institution development (and management), e) Communication skills and f) Financial management	Partner NGOs will facilitate the training as per plan by using participatory training methodologies and practical demonstration on needs. These training will develop farmers' ability and their institutional capacity through which they would able to form greater organizations and undertake need-based action program in achieving their rights and practicing citizen's responsibilities.
1.4 Arrange training-workshop on Right Based Approach for the representative of Farmers' Organizations	At least one representative from each and every organization will be trained in the concepts, attitude and scope of Right Based Approach and its connection to agriculture, available local resources and its sources.
1.5 Provide support to farmers' groups for conducting fortnightly meeting	Field Facilitators/Community Organizers of the partner NGOs will attend in the fortnightly farmers' groups meeting (at village level) and facilitate in a participatory manner. It will enable group leaders in conducting their meeting; planning & implementing action plans on agricultural rights issues and concerns accordingly; sharing problems agricultural as well as rural livelihoods, discuss and decide jointly by them.
1.6 Provide support to farmers' organizations for conducting quarterly meeting	Field Facilitators/Community Organizers/Managers of the partner NGOs will attend in the quarterly meeting of the Farmers Organization (at union level) and facilitate in a participatory manner. These facilitation would enable leaders of Farmers' Organizations in conducting their meeting; planning & implementing action plans on common agricultural rights issues and concerns.
1.7 Arrange annual farmer's conference	Annual Farmer's Conference will be arranged at project/Upazila/district level, initially by the partner NGOs in cooperation of Farmers' Organizations. The focus in the conference will be the Farmers' Organizations as solidarity institution, concept of farmers rights, initiatives of Farmers' Organizations, remarkable successes, constrains and experiences. Through the process, capacity of the Farmers' Organizations will be developed and they will takeover the responsibility of organizing and conducting such Annual Farmer's Conference in the following years.
1.8 Provide support to Farmers' organisations in preparing & implementing quarterly action plan	Under this activity each village farmer organization will prepare quarterly action plan of its own with facilitation support from the project staff. Besides, the farmer rights issues the action plan will include various types of social, economic, cultural as well agricultural

	activities. The FOs will be provided with necessary inputs/financial as well as technical support to implement their action plan.
1.9 Arrange exposure visit for the farmers	Under this activity the farmers will visit the other existing farmer groups/ organizations/community based organizations within the country as well as best practices of the farmers relevant to sustainable agriculture where the farmers will gather practical knowledge and information that will enrich their experiences and develop their capacity to do the similar activities. At the same time it will create opportunity for the farmers of this program to the other farmers to exchange their views, develop relationship and networking among the farmer organizations/community based organizations
1.10 Workshop for developing community monitoring & evaluation (M&E) system	Under this activity each partner organization will conduct a workshop with participation of FO leaders who will lead the monitoring & evaluation process within their respective organizations by following the developed M&E system.
1.11 Provide support to FOs in conducting monitoring	Under this activity the farmer organizations will be provided with necessary supports both inputs and technical to implement the M&E system.
1.12 Provide support to farmer organization for fundraising	It is essential for the organizations to have financial strength it is therefore, necessary to develop a mechanism for the organizations for fundraising both within the organization and from outer sources. The activity will provide the FOs with technical support to develop the mechanism of fundraising and their capacity in this regard.
1.13 Develop Community Based Information & Education Centre (IEC)	Under this activity a Community Based Information & Education Centre (IEC) will be established in each of the project village which will be- <ul style="list-style-type: none"> • Village based Information Centre • Village based training & learning centre/library • Institutional base of the village based farmer organization • Centre for Leadership development • Centre for social, cultural and economic development
1.14 Publish information material on farmers' rights	Under this activity a quarterly farmers' newspaper will be published. Farmers' problems & demands regarding their rights, the actions of farmer organizations, the features on farmers' movement for their rights, case study on farmers' best practices, articles on farmer rights issues etc. will be articulated in the newspaper and those will be distributed among the farmers, civil society activists, policy makers, political leaders, relevant government officials and other relevant stakeholders.

1.15 Develop rules and regulations of the farmers' groups	1. How group forms; 2. How many members consists of; 3. Who are eligible as group members; 4. How the groups to be managed; 5. How often meeting conduct; 6. What kind of operational polices of groups; 7.Members enrolment and departure procedures; 8. Name of the organization; 9. Objectives; 10. Areas of activities; 11. Criteria of membership; 12. Conditions for getting or elimination of membership. Etc.
1.16 Develop by-laws of the farmers' organizations	1. How farmers' organization forms; 2. Type and indicators of farmer leaders eligible for; 3. How it will function; 4. How they elect and their length of tenure; 5. How many positions available and their type of separate responsibilities; 6. How they function able; 7. What kind of governing and accounts policies etc.
1.17 Arrange Farmers organization's meetings on national level	Agenda will be identified and finalized before the meeting conduct at national level with the direct sharing participation of farmer leaders.
1.18 Provide support to farmers groups to arrange agriculture right based rallies and human chain	The issues of rallies and human chain will be on farmers' agriculture rights but finalized before the events.
1.19 Develop training module	1. Training course contents separately; 2 Duration of training; 3. Materials of training; 4. Methods of training 5. Number of participants etc.
1.20 Monthly Program Progress Review Meeting	1. Analysis programme inputs and outputs; 2. Learning sharing; 3. Identification of future way out of activities better implementation; 4. Process improvement etc.
1.21 Staff meetings for planning	1. List of activities for the concerned year; 2. Activities implementation calendar; 3. Who responsible for what; 4. Reporting process etc.
1.22 Observation of Agricultural Day and cultural program	The national Agricultural day will observe through organizing rallies and discussion meeting with farmers, local social & political leaders, Local Govt, Upazila Chairman, Govt. Officers etc to raise voice on farmers rights and needs and build up awareness on national agricultural policies issues and its implementation strategies. It will be organize both in 2 nd and 3 rd year.
1.23 Meetings on district level	
Activity	Content
2.1 Conduct advocacy meeting with local government to activate the union agricultural development committee.	The advocacy meetings will be organize at each union parishad with all the members of union agricultural development committee (UADC) who are local level policy makers, planner and executing agency of all agricultural issues for activate the committee to properly function and promote the farmers rights based issues at grass roots level. In the 1 st year 3 meetings will be organize.
2.2 Conduct advocacy meeting with Agriculture office (UP) and other government service providers.	The advocacy meetings will be organized at Upazila level with all the members of Upazila agricultural development committee and relevant departments like department of Agriculture Extension, Fisheries, Livestock, Forestry, Social welfare, Youth Dev, Women Affairs, BRDB ETC.
2.3 Conduct meetings with Local Market committee and related department of Government and other civil society to lobby for establishing separate women's corners in the market	Organize meetings with the local market committee members, local leaders and member of civil society for advocacy and lobbying for establishing separate women's corners in the market

2.4 Arrange feature service for print media coverage	Arrange meetings/conference with the local media people (print and electronic)
2.5 Arrange different meeting and seminar with civil society people.	Organize meetings/ workshops with the local members of the civil society so that they can play a vital role to the policy makers and among the farmers.
2.6. Arrange upazila level workshop	Discussion by the farmers, policy makers, government officials, local people on local agricultural issues.
2.7. Launching of program at district / upazila level.	Programme goal, objectives and activities would be discussed and explained. Local people, different government and non-government organizations would be informed about the programme. It will create congenial environment for implementation of the programme.
Activity	Content
3.1 Arrange capacity building training for the farmers on: a) Organic pesticide preparation, presentation and application, b) Organic manure production, preservation and utilization, c) Integrated farm's and crop management in collaboration with DAE, d) Integrated homesteaded production system and e) Farmer's self seed production, preservation and exchange	Trainings would be organized for farmers on selected issues adopting Farmer's Led Approaches where experienced farmers shall train other farmers. Government agricultural department would also be involved.
3.2. Establish issue/problem bases farmer led research	Local farmers shall identify problems and initiate research on the identified issue. In this regard local agricultural problems would be mitigated through farmers led adaptive researches.
3.3 Set up demonstration on seed production preservation	Establish demonstration by farmers for different local crop varieties.
3.4 Establish organic model farms in farmers level	Designing and establishing of a model organic farm in a farmer home and create access of other farmers to learn from the model farm.
3.5 Organize field days	Farmers and others shall evaluate research results at a field level gathering and participatory discussion.
3.6 Organize rural exhibition on different organic agril technologies and information	<ul style="list-style-type: none"> -Partner NGOs will arrange and facilitate the exhibition -Community farmers will bring their organic based technologies with their field level experience -Neighbor farmers will come to visit the technologies and get practical information from the same level of people -It can be arranged at Union Parishad/ Upazila or nearby school field
3.7 Organize work shop on findings and result sharing with the different stakeholders	Result sharing on demonstration of different organic methods and technologies at farmers level, compost preparation and use, Integrated pest management, water management, soil nutrient management
3.8 Establish organic agricultural resource center	One farmer's house will be selected for developing organic agriculture resource centre. Different organic agricultural technologies (such as quick compost, organic pesticide, fermented plant juice) will be prepared and preserved for demonstration. Nearby farmers will be able to see and learn practically from the resource centre effectively.
3.9 Published leaflet, poster on agriculture	Present problem within the agricultural system and from

rights issues	governmental agriculture sector what type of benefit should be provided to the farmers. Also inform on different environment friendly modern agricultural technologies
3.10 Establish community seed bank, exchange and marketing	Training on Seed production and preservation methods will be provided. Some quality seeds will be managed from govt. department provided among the farmers for better seed production
3.11 Arrange right based cultural show	Develop farmers' cultural groups with 8-10 members. Entertainment as well as right based message delivery through regional traditional folk songs, drama and theatre. The Cultural Shows will be performed at farmers' Community level.

7. Methods

The methods used during the planning of the programme have followed a participatory process. As can be seen in figure 2 there have been several meetings, workshops and surveys conducted during the planning phase. The aim has been to develop the programme together with the partner NGOs and the target group to achieve a sustainable programme that is recognized and agreed by the people who will implement the activities at the field level. Another goal, from the Swallows, has been to give ownership of the programme to the partner NGOs. This ownership could only be achieved by an active participation from the very start of the programme planning.

Regarding the methods that will be used to implement the activities, in 2010-2012, there will be a strong focus on trainings and workshops during the first and second year of the programme. The aim is that these methods will empower the people and develop their capacity to plan and carry out their own activities, especially during the third year of the programme.

The Swallows have taken inspiration from other NGOs²⁵ working with different ways of implementing the RBA. These methods will be further developed during the next half of 2009.

8. Plan for monitoring, reporting and evaluation.

A monitoring and evaluation system is crucial for a functioning project or programme. The system creates possibilities to follow the project and to transform weaknesses into possibilities and implement lessons learnt.

The process of establishing the Agricultural Rights Programme started in mid 2008 and The Swallows India Bangladesh has since then worked with its partner organizations in Bangladesh to set the programme frame. During the year of 2009 the focus was to create the contents of the programme including a monitoring and evaluation system. The system has four parts; 1. Monitoring and evaluation of the programme process, 2. Monitoring of the partners, 3. Monitoring of the target group and the results achieved in the field, and finally 4. Evaluation of the programme. Together

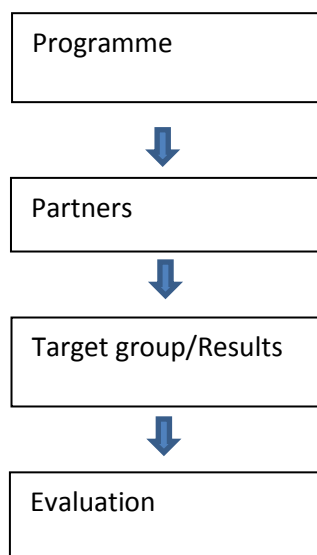
²⁵ Local and international NGOs that have inspired the Swallows work with a RBA are: Sabalamby Unnayana Samitiv (SUS), Nijera Kori and Save the Children – Sweden/Denmark.

with the six partners organizations The Swallows India Bangladesh have developed a common monitoring and evaluation system.

The process of developing a monitoring system of the target group was led by a Bangladeshi facilitator with experience from participatory monitoring. Since monitoring of this range is new for most of the organisations, the focus of the system is not only participatory but also to be easy to use. The field staff of each partner organisation met for four days to discuss their present system, gain new skills and develop the frames of the programme's monitoring system. After the workshop each organisation went home to respective area to practice and continue to develop new formats. After two months the staff met again to compile their new experience and formats into one joint system. The system will be used for six months within the programme and then be evaluated.

The monitoring and evaluation system is built upon four major stages or phases that are all interrelated. Each stage has been developed to fill a function in the system.

Figure 1. Monitoring and Evaluation system



The first stage is created to follow the programme on a staff and secretariat level to enable an evaluation of the work between the organisations and to use each other's experiences during meetings with the key staff. The second stage is a monitoring system of the involved partners in the programme which will be used by The Swallows' staff. It creates a possibility to document and follow the work within everything from the quality of the project proposals, participation in workshops, working right based and with democracy. The third stage is to monitor the process that the target group is going through and in that way follow up the achieved results. The system is built to help the field staff and the target group to follow the process and highlight problems needed to be changed. The fourth and last step is about evaluating the whole process of the programme. This will be made by an external evaluator.

8.1 Monitoring of the Programme

Monitoring of the programme aims at bringing the staff together from the respective partner organisation to quarterly meetings. In these meetings they will have the possibility to discuss pros and cons with the programme and work they are doing, and in this way learn from each other. From these meetings the staff will develop a plan for how to make changes in the programme structure set a deadline for the change and decide who is in charge for the procedure. The programme staff meetings are scheduled in the activity plan under Goal 4.

8.2 Monitoring of the partner organisations

The monitoring process of the organisations will be made all year around by The Swallows' staff. The focus of the monitoring is how well the field work is being performed and the results the target group is achieving. It is also very important how well the reporting is made and the credibility in the financial system. Below the indicators are being presented as well as how to follow up on the indicators.

1. Proposals

After a proposal from an organisation is received by The Swallows a document shall be written where the quality of the proposal is stated in terms of relevance, budget, capacity etc. The recommendation should be sent from the Dhaka Office to The Swallows board for a final decision.

2. Reporting

The reporting will be valued based upon if it is submitted on time, according to reporting templates, the results of the projects and if there is any extra added values. Reports that the organisations are expected to submit is the half yearly, financial and yearly reports.

3. Result of project

The results of the projects will be valued on the collected information based on field trips and reports.

4. Accountancy, Book-keeping, and budgetary results

The partners need to comply with the Guidelines as well as submitting good quality financial, half yearly and yearly reports, as well as a yearly audit report carried out from a Swallow recommended audit firm.

5. Participation in meetings and workshops

The organizations performance and active participation will be valued as well as if the organizations sent the requested persons to the workshop and meeting.

6. Result of capacity building

To measure the effect from capacity building this indicator will be valued upon the reports from field trips and yearly reporting. Both effects within the staff and at the target group will be taken into consideration.

7. Keep deadlines

The Swallows are sending several requests to the partner organisations, both organisation specific and general, with deadlines. Their ability to keep deadlines in this consideration will be valued as well as for reports and project proposals.

8. Work according to right based approach

The agricultural rights programme has the perspective of right based approach and hence the organisations should work with empowering the target group and help them to get organized and assert their rights. This will be valued during field visits, project proposals and reporting.

9. Corruption

It is very hard to reach information about corruption and hence visible attitudes and indicators from other organisations will be taken into consideration as well as audit reports and how well the staff knows about the corruption policy.

10. Democracy and participation in projects

Due to work according to right based approach it is very important that the target group is fully participating in planning, monitoring and evaluation of the project and this will be followed up during field visits.

11. Democracy and participation in organisation

As well as having democracy in the projects it is important that The Swallows are working with a democratic organisation. This will be valued upon if they have an internal communication plan and if it is functional. This will be discussed during field visits and at workshops/meetings.

12. Gender work in organisation and in projects

A functional gender work in the organizations and their projects is crucial. This indicator will be valued upon available Gender policy, allocation of men and women in board, staff and executives and successful gender mainstreaming in projects.

13. Cooperation with the Swallows and the other partner organisations

The programme is depending on good cooperation between the different parts of the programme. This indicator will only be used and valued upon if there is any extra information excluded from deadlines, workshops etc.

14. Capacity for organisational development

Good capacity for organisational development is an important ingredient in a successful cooperation. It will therefore be valued how the organizations are responding to capacity building and their willingness towards it as well as skills etc.

15. Relationship to the target group

This indicator will be valued upon what the relationship is like between the target group and the organization.

The information received from the monitoring system will in the end of the project year build the base in a point system. The organisations can gain a score of 0, 1 or 2 points under each indicator. The table will provide the reader with information on whether any of the organisations have worked very well, if there is anything that needs to be improved. It also gives information on if there is anything that several organisations are struggling with and therefore a hint on where to put capacity building.

This system of monitoring the partner organizations will give both a qualitative and quantitative overview. This information will be helpful when deciding to give a continuous support to the organisation or to terminate the support. To make the system functional when it comes to termination of support, it will be complemented with a warning system and a sustainable exit plan.

Figure 2. Monitoring of partners.

	1. Proposals	2. Reporting	3. Result of project	4. Accountancy and Book-keeping	5. Participation in meetings and workshops	6. Result of capacity building	7. Keep deadlines	8. Work according to right based approach	9. Corruption
ASD									
BARCIK									
CSD									
REMOLD									
TSDS									
UD									
The Swallows									
Sum	0	0	0	0	0	0	0	0	0

10. Democracy and participation in projects	11. Democracy and participation in organization	12. Gender work in organisation and in projects	13. Cooperation with the Swallows and the other partner organisations	14. Capacity for organisational development	15. Relationship to the target group	Sum	Comments
						0	
						0	
						0	
						0	
						0	
						0	
						0	
0	0	0	0	0	0		

Comments: The organisations can be valued in three levels: 0 - bad or not available, 1 - OK, 2 - Very good.

8.3 Monitoring of the target group and the results achieved

The purpose of a monitoring system is to enable a systematic monitoring process of the programme goals and indicators and it will be a participatory system where the target group is taking part in the monitoring and is well aware of what goal they are working towards. The monitoring system has been developed with the field staff keeping the fact in mind that mostly it will be the field staffs that will be in the field to collect the information at the time of monitoring the target groups. So it emphasizes on usability. Hence all documents are in bangla and are easy to use without too much documentation needed.

All the partner organisations have felt the importance of having a useful and an easily understandable monitoring system for the work and the target group's development. A workshop was arranged to improve the knowledge of monitoring and the organisations agreed on developing the Monitoring System based on the indicators (from LFA) that have been set for the agricultural rights programme. The partner organisations made drafts of the monitoring format with the help of the facilitator, and after they went back to their respective organization and tried the draft monitoring format in the field the project coordinators met once more for setting the final version. Hence the monitoring system is developed jointly by the project coordinator, and field staff in the respective organization.

The monitoring system is built upon three main fundamentals:

1. What kind of information do we need?
2. How can we analyse it?
3. How do we share the information with the target group?

The information that will be collected is both quantitative and qualitative and will be controlled towards the indicators and results. The information to measure the indicators will be assessed on what kind of change has taken place, why, and who made it happen. Field staff together with project coordinators will hold monthly meetings to find out the changes. Not only will the most obvious changes be analysed but also change in mind set and in the society in general. After the meeting a small report will be written. The information will also be analysed against the baseline and the quality within the numbers.

Terminology used in the system is as follows:

- Input – is the resources/efforts (money, knowledge, time) that someone put in to a project
- Output – the amount/production/training of something (harvest, crop, fish, or knowledge about human rights) that is produced in the project
- Outcome – is the real/actual result of an activity (example: asserting their rights at the local authorities)
- Indicator – can both be quantitative and qualitative. It is the new knowledge about something.

The complete monitoring system constitute on three major bullets:

- Quantitative Monitoring System
- Qualitative Monitoring System
- Reporting (field visit by Executive level field staff + Case Study)

The quantitative follow up focuses on the process and the change that is aimed to happen in the villages. The templates are organized after indicators of the programme's goals and every indicator has its own template for the staff to use.

Figure 3: Example of monitoring template. Indicator 1.3.4.

Indicator	Activity			Present Status	Planning Month/ Year	Implementation	Last Status	Comments
1.3.4	The farmers' organizations Initiatives for claiming farmer's rights and rights to information, services, protect genetic resources, common natural resources							
	Issues	Number of Demands						
	Access to	Govt	Demand					

	Information		Achieved					
		Private	Demand					
			Achieved					
		Others	Demand					
			Achieved					
		Access to Service	Govt	Demand				
	Achieved							
	Private		Demand					
			Achieved					
	Others		Demand					
			Achieved					
	Natural Resources (Land)	Govt	Demand					
			Achieved					
		Private	Demand					
			Achieved					
		Others	Demand					
			Achieved					

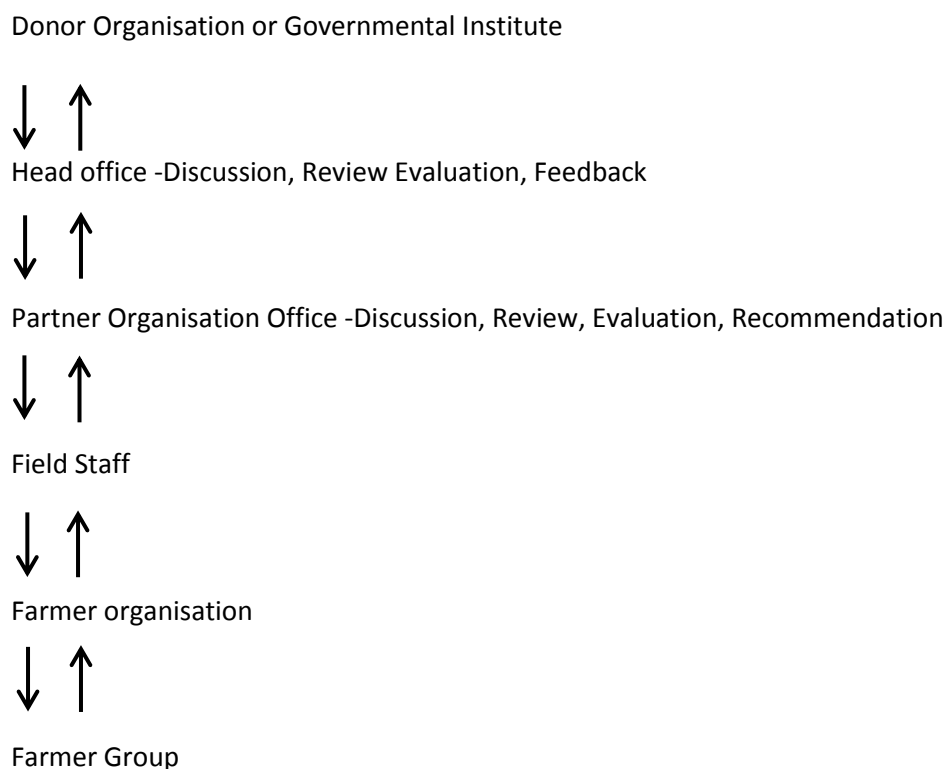
Figure 4: Example of monitoring template. Indicator 2.3.1

Indicator	Activity	Present Status	Planning Month/Year	Implementation	Last Status	Comments
2.3.1	Commercial accessibility of women to the markets					
	Number of shops owned by women					
	Number of shops run by women					
	Number of women visiting markets for buying products					
	Number of women visiting markets					

	for selling products					
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When reporting and keeping track of the qualitative changes, the system emphasises on participation. The reporting starts from the target group who is telling about their results to the field staff who will use the information in their report. The information in the final collective report sent to the donor will be disseminated back to the target group through the different levels. The coordination is illustrated below.

Figure 5: Coordination of reporting



It is not only the field staff who will take part in the reporting but also project coordinator. When going to the field they will use the following reporting format.

- Name of the travel place
- Duration of stay
- Important observation
- Achievements (1, 2, 3)
- Failures (1,2,3)
- Risk (1,2,3)
- Opportunity (1,2)

- Lesson learnt/ Recommendations

When working with a new system it is very important to closely follow up changes that needs to be done, both in the monitoring system, within the staff and in the programme plan. Therefore a template was developed to keep track on the needed changes.

Figure 6: Plan for Monitoring and Evaluation

What needs to be done	How	Why	Duration	Who will be in charge	Expected results
Ex. Staff's skill/ Capacity building					

To implement the monitoring system in field level among the target groups for collecting information and incorporating this information into a report, the partner organizations will prepare a guideline altogether.

8.4 Evaluation of the programme

The programme will be evaluated during the period of 2010-2012 be evaluated both mid term and in the end. The evaluation will be carried out by an external evaluator who will assess all the programme areas and write a report with recommendations. The report and recommendations will be discussed in a Steering Committee meeting and implemented in the programme.

9. Analysis of risks and challenges

The Swallows India Bangladesh has together with its partner organisations identified several risks and challenges that can have an impact on the outcome of the programme. These are:

1. Natural disasters
2. Political instability
3. Conflicts among the partners within the programme
4. Unclear roles of the partners within the programme
5. Lack of funding
6. Staff are resigning
7. Executive and Swallows' staff are resigning
8. Influential stakeholders are not working in favour of the programme
9. Corruption within the programme
10. Lack of communication within programme
11. Lack of communication in respective organisation
12. The target group doesn't believe in the programme
13. Clearance delay from NGO Affairs Bureau
14. Government rules and regulations are not in favour of the partner organisations
15. Skilled staff is not available in the rural areas
16. Currency rate fluctuations

The risks and challenges were valued upon their impact on the programme if they occur and the probability that they will occur. They were valued between 1 and 5 where 5 is most likely and 1 is not likely. After adding the two values together a total score was visualized. The score indicates how big the risk is and it was considered that a sum of 5 and above is a high risk. See below for the value setting.

Risk or challenge	Impact (1-5)	Probability (1-5)	Points
1. Natural disasters	5	4	9
2. Political instability	2	1	3
3. Conflicts among the partners within the programme	4	2	6
4. Unclear roles between partners within the programme	3	2	5
5. Lack of funding	5	3	8
6. Staff are resigning	5	3	8
7. Executive and Swallows staff are resigning	4	2	6
8. Influential stakeholders are not working in favour of	3	3	6

the programme			
9. Corruption within the programme	5	1	6
10. Lack of communication within the programme	3	2	5
11. The target group does not believe in the programme	5	1	6
12. Clearance delay from NGO Affairs Bureau	3	4	7
13. Government rules and regulations are not in favour of the partner organisations and of the programme	4	3	7
14. Skilled staff is not available and affordable in the rural areas	4	4	8
15. Currency rate fluctuations	2	2	4

After evaluated the risks and challenges, action plans for each of them was developed. Thus, action plans only developed for the risks and challenges that had scored 5 or more and hence Political instability and Currency fluctuations were left without a plan. These risks are also very hard for an organization or programme to influence. The risks are all of different characters which resulted in action plans on different levels and strengths. Some of the risks have been put together with another risk due to similar plans of action needed to prevent the risks.

1. Natural disasters

Actions:

- A disaster plan will be developed by all partner organisations by July 2010. Need based emergency support and rehabilitation program should be initiated and included in this plan.
- A climate change strategy is existing and will be followed by all programme partners.
- Partner Organisations will develop their separate Climate Action plans by the end of May 2010.
- Flexibility in performing project activity plans. During disaster adaptable activities should be initiated with the negotiation of donor.
- Skill development of the partner organizations through the secretariat during 2011.

2. Conflict among the partner organisations and unclear roles between the organisations

Actions:

- The role and responsibilities of respective partners should be clear and visualized in an organogram and strategy. A draft will be developed by the Steering Committee before May 2010.
- If a conflict occurs the counselling to mitigate the conflict will be put in two levels.
- Primarily action will be taken internally among the partners. Secondary an external negotiator will be invited.

3. Lack of funding

Actions:

- Linkage development through secretariat with other like-minded donors. The Swallows in Bangladesh will develop a fundraising/networking plan by the end of 2010 which will include invitation of possible donor in meetings.
- All partners work according to their capacity with fundraising.

4. Staff resigning and skilled staff are not available in rural areas

Actions:

- Financial support should be ensured for skilled staff.
- Make the organisation attractive for new employees by creating a functional organisation with routines and structure, and create a democratic and human environment within the organisations.
- The programme should be long term.
- The Swallows should provide with the appropriate education needed in the organizations.
- Hire local staff and let them develop skills within the organisations
- Each organization will develop a Human Resource manual by October 2010 which will include:
 - Provide the staff with other skills that will make the work feel more meaningful.
 - Develop a proper and safe working environment.
 - Salary should be paid accordingly to the educational qualification and other expertise.
 - Staff performance evaluation and taken action (salary increase, education, and other benefits) according to performance.
 - Other facilities like provident fund, welfare fund, insurance etc should be ensured for the staff.

5. Executive and Swallows staff are resigning

Actions:

- Contract with the staff has to be more than two years.
- Staff should be recruited from Bangladesh.
- Make the organizations attractive to work within and put routines and communication in place so that the knowledge will not get lost when one person is leaving.

6. Corruption

Actions:

- Strictly follow and follow up the accounting system and The Swallows' Financial Guidelines.
- The Swallows will arrange a workshop on Corruption within the programme period.
- Strong monitoring system should be followed by the chief executive of the organisation.
- All the financial records with necessary documents should be maintained regularly.
- The steering committee will develop a plan for how to work with corruption and attitudes towards corruption within the programme by the end of 2010.
- Policy against Corruption will be developed in respective organisation by February 2011.

- Make a map over the most likely occasions for corruption or bribes and make a plan for how to diminish the risk within respective organisation by May 2011.

7. Lack of communication within the programme and within the organisations

Actions:

- To share the goals, objectives and strategies of projects with all the staff members
- Project orientation with all the staff.
- Monthly project reviewing including updates, progress and obstacles etc.
- Make a programme communication plan with e-mail and telephone list by the end of February 2010.
- Make an internal communication plan within each organization by end of February 2010.

8. Target group does not believe in the programme

Actions:

- Orientation on programme with farmers.
- Create an Education centre in field level.
- Create a Farmers' newsletter.
- Organisation implement action plan together with target group.
- Each organisation share information with community people.
- Make the target group participate in the monitoring and reporting process.
- Stakeholders and members of the community should be informed and included at every level.

9. Clearance delay from the NGO affairs bureau

Actions:

- Letter of intent from The Swallows will be provided to the partner organisations at least four month prior to submission to NGO AB.
- Develop relationship with clearance authority.
- Secretariat will invite policy makers to workshops.
- Partner organisations invite policy makers and local administration to programme launching with press conference.
- Organisations will submit proper documents on time.

10. Government rules, regulations and influential stakeholders are not in favour of the partner organisations and the programme.

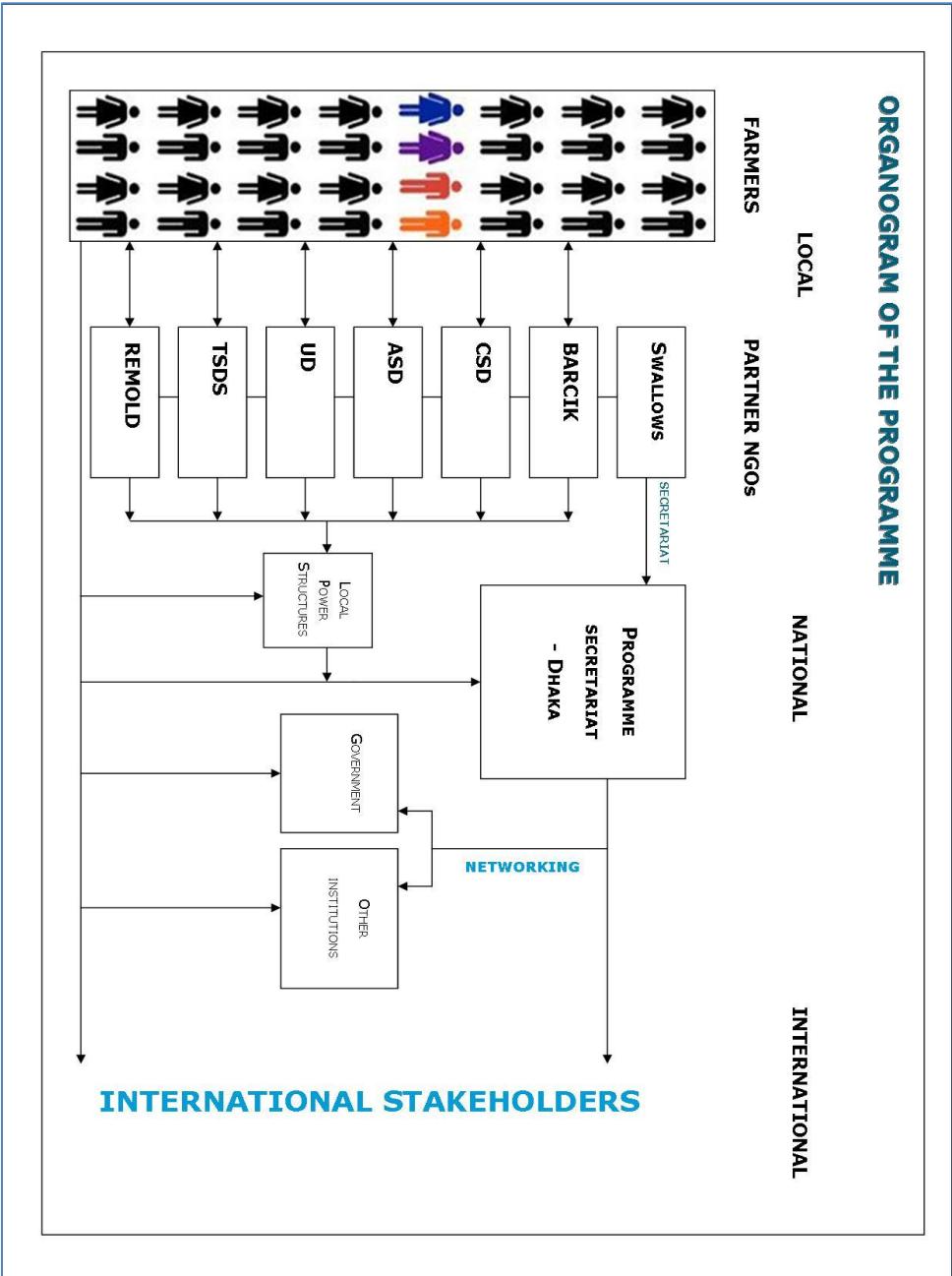
Actions:

- Proper functioning on regulatory reform commission through advocacy.
- Arrange press conference.
- Networking.
- Improve skills within the programme on advocacy.
- Perform advocacy with influential stakeholders.

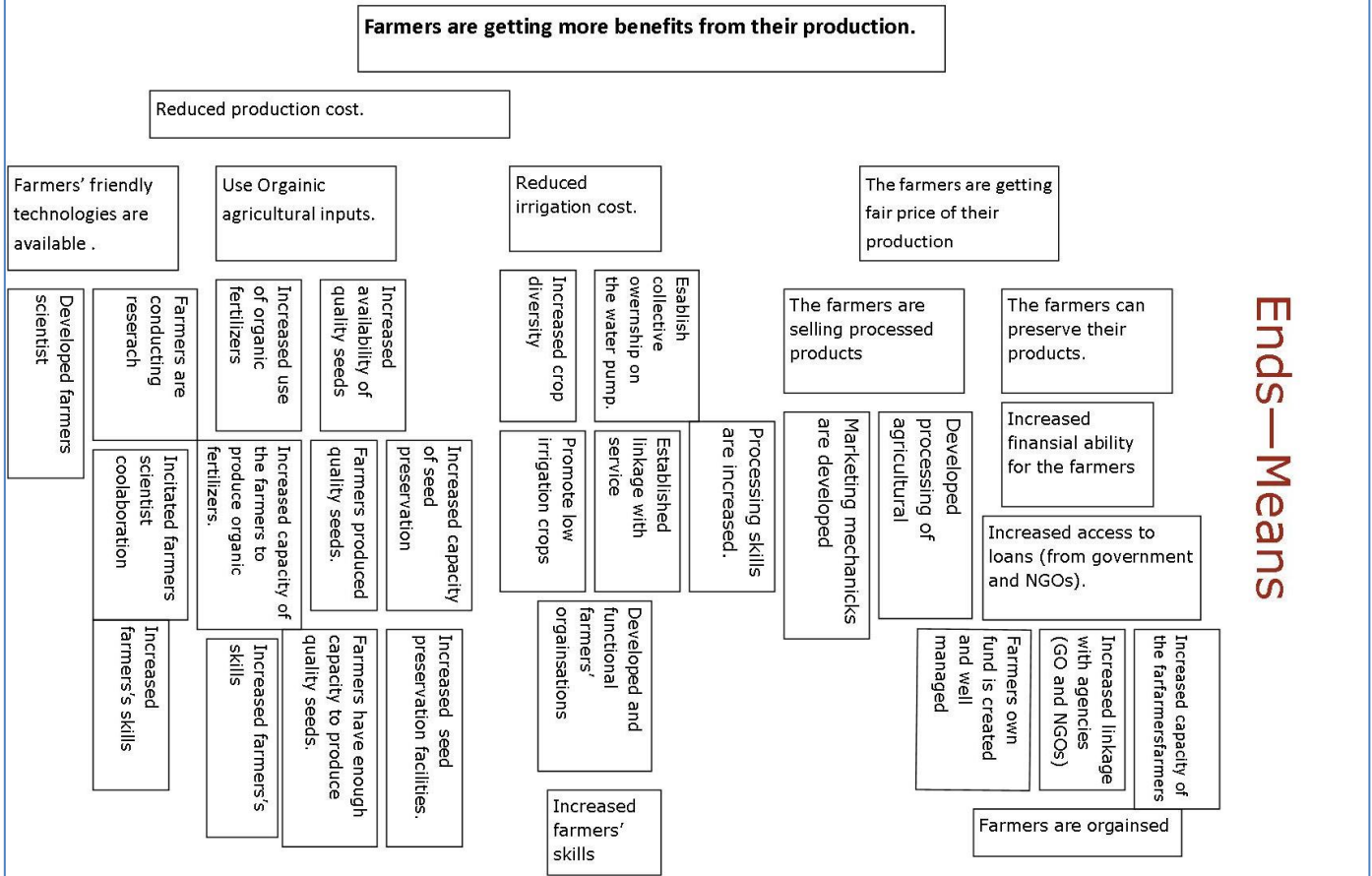
10. Organogram of the Programme

The following organogram was developed during the LFA-workshop in Thanapara by the partner organisations and the target group.

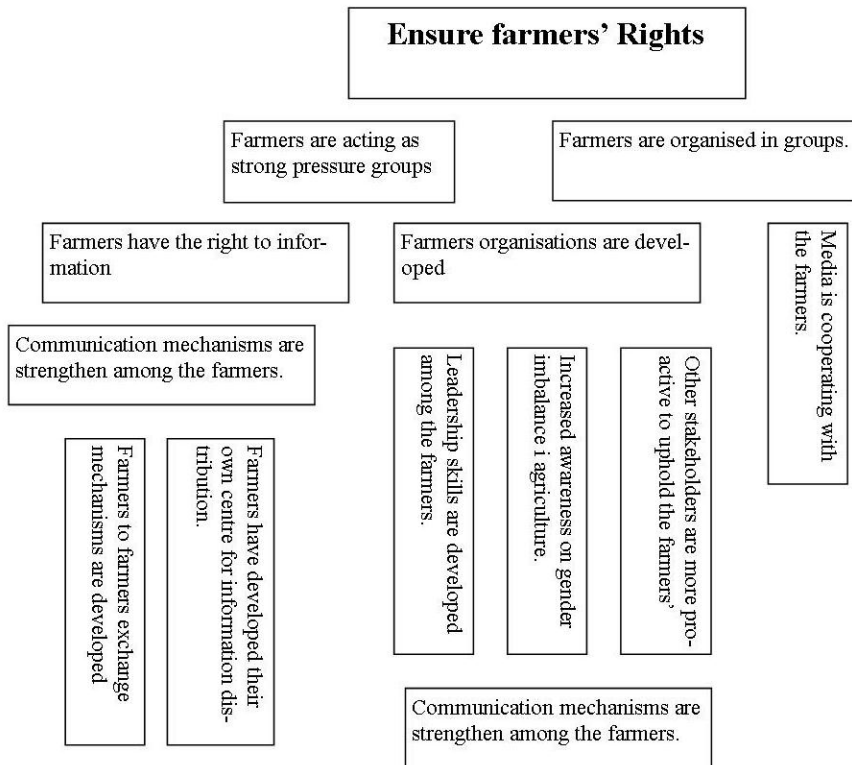
Figure 9: Organogram of the Programme developed by the target group and partner organizations



Objective analysis 1



Objective analysis 2



Ends—Means

Objective analysis 3

Enhanced sustainable agricultural products

