



**ANNUAL  
REPORT**  
**2020-21**





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# FOREWORD

As a regular document, the annual report of MRDI for the fiscal 2020-21 is being published. The year's situation has been a continuation of Covid pandemic characterized by restrictions on physical movement by imposing area-specific lockdown and complete shut down by authorities. However, MRDI faced the challenge successfully with its adaptive management approach and the activities and programmes were accomplished in accordance with its plan.

Amidst the challenges, the year has been featured by having a five-year strategic plan for MRDI that will guide the organization grow in a focused direction. The strategy document is backed by a volume of operational plan containing a detailed programme plan and other supporting plans like budget forecast, core cost, HR, gender, communication and so on. The strategic plan has opened new windows of hopes and potentials, created opportunities of innovation and creativity and directed a path towards sustainable growth. But new challenges are also there. The organization has to utilize its human and material resources properly to realize the hopes, maximize the opportunities and keep the journey on the right track.

Like previous years, MRDI continued its efforts for development of media, capacity building of journalists and promoting people's right to information. The organization has retained its reputation as a knowledge hub of journalism resources, not only in Bangladesh, but also across the border. Through its capacity building and technical support activities, MRDI has close engagement with the leading media houses of the country. Transparent and fair image of the organization has earned trust of development partners, professional attitude of civil society organizations and confidence of key public institutions. We are thankful to all our stakeholders.

This report is a brief stock-taking of our performances, accomplishment, limitations and challenges. This is also a legal compliance as a non-governmental organization under the purview of RTI Act. MRDI is always keen to complying with the legal and ethical provisions. We hope, the report will reflect MRDI to our partners, beneficiaries and other stakeholders.



# ACRONYMS

ACC	Anti-Corruption Commission
AGM	Annual General Meeting
CD	Cabinet Division
CPTU	Central Procurement Technical Unit
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DO	Designated Officer
FCDO	Foreign, Commonwealth and Development Office
GAAP	Generally Accepted Accounting Procedures
GIJN	Global Investigative Journalism Network
IC	Information Commission
IJP	Investigative Journalism Partnership
MEAL	Monitoring, Evaluation, Accountability and Learning
MRP	Maximum Retail Price
NHRC	National Human Rights Commission
NGO	Non-government Organization
NGOAB	NGO Affairs Bureau
OGD	Open Government Data
PIB	Press Institute of Bangladesh
RTI	Right to Information
RTIA	Right to Information Act
ToT	Training of Trainers
UNESCO	United Nations Education, Science and Cultural organization
WJNB	Women Journalist Network, Bangladesh

# VISION

Just and open societies where  
all people enjoy their rights

# MISSION

To support the development of a strong and independent media that exercises excellence in journalism, and to empower all people including the marginalised to freely enjoy their right to information, working with partners in Bangladesh and beyond

# STRATEGIC OBJECTIVES

1. To develop the capacity of the media to produce quality investigative, objective, ethical, and in-depth reports.
2. To promote people's access to information
3. To promote a free and diverse media environment in Bangladesh.
4. To support the media in their transformation in the use of digital platforms

# MRDI'S APPROACH

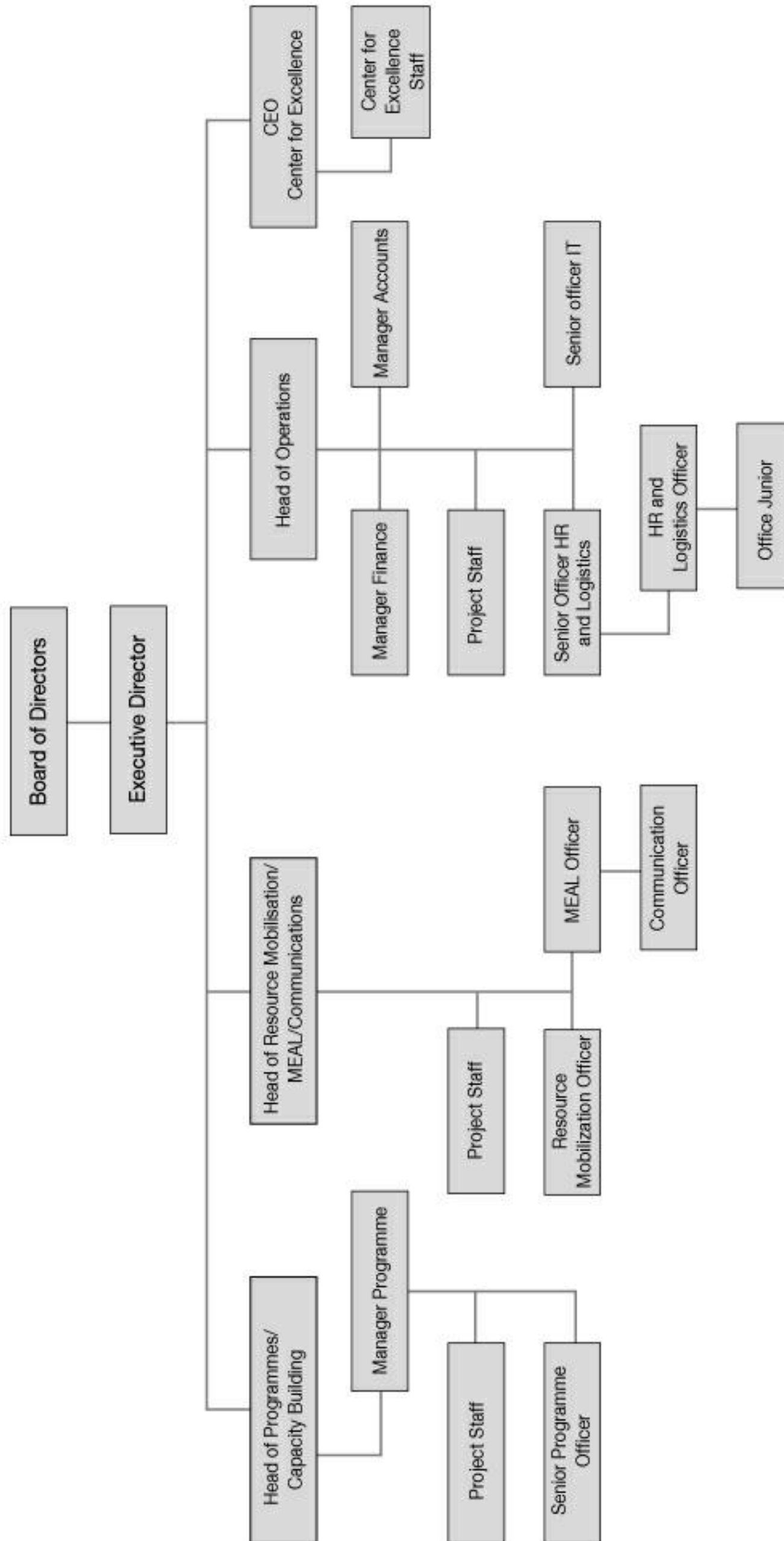
In achieving its vision, mission and objectives, MRDI implements most of its activities in two approaches. Firstly, capacity building of the beneficiaries and stakeholders through issue specific and need-based training and orientation programs. Secondly, advocacy at different levels including policymaking bodies, institutions, professional groups, corporate sector, civil society and the media. Some activities cover both the capacity building and advocacy approaches. Moreover, MRDI undertakes research and studies on development issues, provides technical assistance and cooperation to other organizations including media and partners with government bodies, NGOs/CSOs to promote the causes of public interest. Development of media and promoting citizens' right to information are two major areas of MRDI's work.

MRDI's mandates and activities are managed and implemented by a group of highly qualified professionals under the leadership of its Executive Director and the broader guidance and supervision of the Board of Directors.

The organization's credibility in media development and promotion of RTI attributes to the quality professionals and consultants associated with the organization under its resource pool.

MRDI follows the Generally Accepted Accounting Procedures (GAAP) and the books of accounts are made on accrual basis. Required books and registers are maintained for the financial recording through Tally ERP 9. All transactions of the organization are made through a scientific & established procedure which is set by the authority through the financial and administrative manual of the organization. Authority of approval, transaction procedure, monitoring & control system, preservation of fund & custody of assets etc. are well defined in this manual.

# ORGANOGRAM



# EXECUTIVE SUMMARY

Continuation of the Covid 19 pandemic created more challenges on people's life and livelihood, business and economy, progress of development work, rights promotion and freedom of expression in the year 2020-21 compared to those of the previous year. Whereas the virus showed a decreasing trend of infection during the end of the year 2020 and starting of 2021, the second wave with its greater strength created further threat on human life that resulted in imposition of strict lockdown for months and complete shutdown for weeks in the country. Such confinement adversely impacted all the sectors and reduced productivity at the micro and macro levels of economy and development. Huge job cut, wage reduction and reduced scope of small businesses made life really difficult for people. Media industry and the journalists were no exception.

For most of the year, media outlets suffered from challenges in different forms ranging from travel restrictions, health risks and occupational hazards to layoffs and shrinking liberal space for free speech. The dampened economic growth caused significant fall in revenues of media outlets that threatened even existence of many media houses. All of these severely affected journalists and journalism in Bangladesh. Earlier in the year one journalist, in quest of information for her report, was forcibly detained at the health ministry for several hours before being arrested under a centuries-old official secrets law, apparently with an intention to suppress media's voice.

As an organization working to develop media and journalism, concern of media is also the concern of MRDI. New approaches and initiatives had to be taken to support the media and journalists in facing the challenges. Programmes and activities of other areas including right to information also required different approach of implementation.

The year 2020-2021 started amid peak of the Covid 19 pandemic and adaptive management was the vital weapon to fight. MRDI adapted all possible means to cope up with the situation. Online events and meetings continued to keep implementation of planned activities uninterrupted. Some field visits and meetings in-person also took place when the first wave of the infection abated.

Amidst all challenges and adversities, advocacy and capacity building initiatives for the development of media and promotion of right to information continued during the reporting year. Research and knowledge sharing also took place to generate ideas, find the right path and design appropriate interventions.

MRDI's membership of Global Investigative Journalism Network (GIJN) has created opportunity of accessing Bangla resources with digital publications for Bangla-speaking journalists/ readers worldwide. Subscription of its monthly newsletter is growing continuously. Its contents have made a wide-ranging impact including building capacity, opening access to networks, providing new ideas and investigative techniques, and increased knowledge on digital security among journalists, not only from Dhaka but also from the periphery.

To share knowledge on developmental issues through updated technologies, particularly to the young people, MRDI designed an android mobile application - iKnow - in the previous year. Two training courses on RTI and fact checking & verification have been uploaded in the app which is available in Google play store.



## A summary of MRDI's work during 2020-21 is given below

### MEDIA AND JOURNALISM

Like the previous year, training on editing and managing investigative reports was organized online for chief news editor, senior news editor, news editors of TV channels who are IJ partners of MRDI. An international trainer from Canada conducted the training programmes and a total of 48 journalists took part in the training. Follow-up training on the same topic was organized for selected newsmen from those who participated in the previous training for Jamuna Television and Channel 24.

Like previous years, Training of Trainers (ToT) programme was organized for the trainers of Press Institute of Bangladesh (PIB). Members of PIB trainers' pool including newsroom managers and special correspondents of newspaper and television and journalism teachers who usually train journalists all over the country, participated in the online training. Programme Manager Bangladesh, Fojo Media Institute conducted the training. Besides the regular sessions of adult learning techniques and strategies, the trainer presented new things compatible with online communications in the pandemic situation in an interesting way. She made demonstration of Zoom hosting, using padlet for group exercise in training sessions and using other online platforms.

To encourage and facilitate woman journalists in investigative journalism, a special mentorship programme was taken that started with a four-day online training. A total of 11 stories on corruption related to health, education, labour rights, misuse of public money and other social issues produced by nine mentees were published in their respective media outlets.

This year, MRDI provided capacity building support to two journalist associations -- Women Journalist Network, Bangladesh-WJNB and Law Reporters Forum. The first programme, with WJNB was a day-long training on safety and security of woman journalists. Twenty woman journalists participated in the training and discussed safety issues. The other training on In-depth reporting on legal affairs involved the law reporters in which 25 journalists took part.

Four in-house training programmes on "Digital Security: Journalist's Safety" were organized this year. District correspondents of Channel 24, Jamuna Television, Daily Prothom Alo and The Daily Star participated in the training programme.

MRDI developed an online course to enhance capacity of youth on fact checking to fight disinformation during Covid 19 with the support of an online learning platform 10 Minute School. The course has been placed in MRDI's existing mobile app, iKnow.

Another training on fact checking was organized for the teachers of journalism schools with a view to make media newsroom compatible with the economic shift and counter misinformation. The training upscaled capacity of journalism faculties in teaching fact checking and countering misinformation.

MRDI conducted a study on media viability in the current context. First of its kind in Bangladesh, the study report titled "Leadership or Stagnation: The Future of Media Viability in Bangladesh" analyzes media sustainability challenges and offers potential recommendations for changes for policy and newsroom practices. In the launching programme of the report, editors and newsroom leaders agreed that the media industry needed a commercially viable business model and would have to look into subscription-based models.

In the context of scarcity of reference materials on investigative journalism in Bangla, MRDI translated internationally recognized books and manuals for journalists on the subject. Two such manuals have been translated and published this year. The manual "How to be the Mouthpiece of the people" is a famous manual published by the German organization KAS. The other manual translated and published is "Story-Based Inquiry, a manual for investigative journalists" a renowned and popular book published by UNESCO.

A residential foundation training on "Business and Economics Journalism Fundamentals" was organized to enhance journalist's capacity to produce quality in-depth stories on economic issues over media that will contribute to promoting accountability, particularly in the public sector. The four-day training focused on business and economics journalism, report writing techniques, data visualization & graphical presentations, public finance, fundamentals of banking and irregularities and corruption like bad loans, money laundering.

## IJ HELPDISK

The Investigative Journalism Helpdesk of MRDI continued its support to reporters in the forms of tips, resources and mentoring for the areas they want to investigate in. A lot of mid and early career reporters are interested in investigative reporting and need immediate support for planning, structuring, sourcing and even storytelling. During the year the desk provided support to around 200 reporters.

## RIGHT TO INFORMATION

Numbers of programmes and events addressing RTI have been implemented under different projects of MRDI.

MRDI's RTI camps have been able to produce desired results in creating awareness among community people and involving them directly in the process of seeking information applying the RTI Act. Camp participants developed information seeking habit and conveyed the message on benefits of information to their communities. With an interval of about six months, follow up camps are organized to find the impact and the status of applications submitted to authorities by the participants. During the reporting year, a day-long follow up orientation for the RTI camp participants was organized at Monirampur, Jashore involving 27 participants. It appeared that participants did not receive any response to their RTI applications and could not follow up due to movement restrictions and lock down during the pandemic.

MRDI developed an online course on RTI for the designated officers of NGOs which was launched through a virtual programme in the reporting period. MRDI lobbied with the NGO Affairs Bureau to make completion of the course mandatory for the designated officers of all NGOs.

This year, MRDI developed a template on web-based information disclosure for district web portal, which was approved by Information Commission, and then submitted to the Cabinet division.

Outbreak of Covid 19 pandemic created needs for special interventions in communities. Members of MRDI's civil society group Janak were involved in learning sessions on how to create awareness on Covid 19 and how they could play their watchdog role to face the pandemic.

MRDI formed three youth groups in Barisal, Rangpur and Jashore districts to promote RTI among the peers and in the community. The groups planned their RTI campaign which was disrupted by the covid-19 situation. They ran social media campaign through "MRDI RTI Helpdesk" facebook page. All three youth groups also planned to prepare list of government designated officers for their respective districts which will facilitate information seekers.

## RESEARCH AND SURVEY

Two milestone studies have been conducted and completed during the reporting year. Research on The Future of Media Viability in Bangladesh, first of its kind in the country identified media sustainability challenges through analysis and chalked out recommendations for changes in policy and newsroom practices. The report was launched in presence of newsmen and academics who recommended that the media industry needed a commercially viable business model and would have to look into subscription-based models.



MRDI is conducting a survey on people's trust in media to assess level of trust and to facilitate media houses develop their audience engagement plan. The survey report will be published soon.

A national survey on perception of youth about RTI has been conducted aiming to use potentials of youth in shaping their future and making public authorities accountable by using the power of information. Another national survey was carried out to identify the current situation of news literacy among Bangladesh population that will set a benchmark for future initiatives and interactions.

## **MRDI STRATEGIC PLAN**

The process of organizational review for MRDI started in the previous year. The exercise aimed to develop a new strategic plan for the organization along with operational and budget plans based on the previous experiences, present status and potential future needs. The international consultant hired for the task moderated lots of interactions with board members, staff members and external stakeholders including development partners, media people, CSOs in the forms of interview, focus group discussion, workshop and organizational review team members. All these interactions took place digitally over Zoom platform in pandemic induced lockdown situation. Through extensive discussions, debates and brainstorming, the new vision, mission, values and strategic objectives of MRDI were finalized for next five years. Guiding the organization's sustainable growth, the strategy document also creates a roadmap of stepping towards a knowledge based trusted media development institution in the country and beyond.

## **INTERNAL CAPACITY**

Improving skills of MRDI staff on monitoring and evaluation has been a felt need for long. In the previous year, M&E adviser from Fojo Media Institute conducted a monitoring training for MRDI staff. During this reporting year, organizational review for MRDI was done by an international consultant. In the process of the review, the consultant conducted an online training on Monitoring, Evaluation, Accountability and Learning (MEAL) for MRDI staff. It helped staff members develop their capacity on monitoring performance in the light of Key Performance Indicators (KPI) set against the new strategic and operational plans.

## **CORPORATE SOCIAL RESPONSIBILITY**

Capacity building on financial literacy and CSR field interventions continued during this year. To spread the basic knowledge on financial issues among greater young audience, an online course on financial literacy is in the process of finalization in partnership with a2i. CSR intervention in the field of supporting women's livelihood and health services continued this year. MRDI's CSR partners in the reporting year were Mutual Trust Bank and HSBC.

## **RTI HELP DESK**

MRDI's RTI help desk is in full operation to support individuals and organizations in the process of seeking information from authorities starting from submitting application, then appeal, and finally lodging complaint to the Information Commission, if needed. The desk provides with such support through a dedicated mobile number recognized by the Information Commission and the Cabinet Division. The desk also helps information providing authorities by explaining provisions of the act in case of confusion. It also supports government and NGO officials in taking the RTI online training course.



## **PUBLICATIONS**

MRDI published research reports, communication and advocacy materials and learning publications on issues related to media, journalism and RTI. These publications are meant for creating awareness and enhancing knowledge of target beneficiaries. Organizational documents have also been published as usual.

## **PARTNERSHIP AND COLLABORATION**

During the year 2020-21, MRDI received support from Fojo Media Institute, UKaid, FCDO, The Asia Foundation, Manusher Jonno Foundation, Unicef, Internews. MRDI also partnered with the state agencies -- Information Commission and Cabinet Division in terms of cooperation and knowledge support. Mutual Trust Bank and HSBC partnered with MRDI in CSR interventions and knowledge enhancement.

## **GOVERNANCE AND COMPLIANCE**

Four meetings of the Board of Directors have been held during the reporting year to discuss and decide on administrative and governance issues. Annual General Meeting was also held on schedule. Important decisions of the board meetings are disclosed in this report.

Annual audit of MRDI accounts was conducted by a reputed audit firm. Auditing of individual projects were also conducted.

A black silhouette of a spotlight head is positioned at the top center of the page. A wide, white, conical beam of light extends downwards from the spotlight, filling the upper half of the page. The word "SPOTLIGHT" is written in large, bold, grey capital letters within this white beam.

# SPOTLIGHT

## THRESHOLD OF A PARADIGM SHIFT

Back in the year 2001, a group of enthusiastic like-minded people joined their hands with a dream to do something innovative for the good of the society. It is a big challenge to explore new idea and materialize it when the starting point is zero in terms of infrastructure, logistics and financial resources. The uncompromising initiators took this challenge and set up MRDI, which has now grown into a leading media development organization of Bangladesh, the journey was not at all easy though.

The year 2020-21 has witnessed the gateway to MRDI's shift to a new paradigm in terms of its vision and strategic direction. After two decades of its establishment and successful operations, MRDI now looks forward to its sustained growth in an intensive result-based and focused manner. The organization has developed its five-year strategic plan that envisions just and open societies where all people enjoy their rights. The mission statement focuses on supporting the development of a strong and independent media that exercises excellence in journalism, and empowering people to freely enjoy their right to information with partners in Bangladesh and beyond.

The strategy document provides a clear direction on developing excellence in journalism and a free and diverse media and advocating for a conducive environment for it to flourish on which MRDI can really add value. The other priority pathway of change MRDI intends to promote is the right of people's access to information. Digitalization in all spheres has also emerged as a necessity as change in this area is rapid and MRDI needs to find its niche.

In realizing its long-cherished dreams, MRDI is prepared to focus on its values - Transparent, Resourceful, Equity, Trustworthy and Partnership. Capitalizing its goodwill and trust among partners, well-wishers and other stakeholders, MRDI is committed to follow the clearer structure that the strategy document has suggested to strengthen its functions such as resource mobilization; Monitoring, Evaluation, Accountability and Learning; and the way human resources are managed. Media development was at the centre of the thoughts of the founders. As a learning organization which uses its knowledge both for influencing policy and making desired changes, MRDI agrees to place itself at the cutting edge of media work in Bangladesh. This shift has brought MRDI to translating its dream for establishing the Centre for Media Excellence to reality.

A black silhouette of a spotlight hanging from above, casting a beam of light downwards onto the word 'SPOTLIGHT'.

# SPOTLIGHT

## **LEADERSHIP OR STAGNATION : THE FUTURE OF MEDIA VIABILITY**

Media viability, expanding on financial sustainability, has been the focus of media development work in the last decade. Bangladesh's large and increasingly literate and connected audience provides a strong foundation for a viable media economy as far demand is concerned. But with declining revenue sources, viability of media to support the regular production of high quality, impactful journalism is at a crossroads. The historically strong traditional media industry, dominated by television and newspapers, is being overwhelmed with the changes brought about by a digital transition. Traditionally trusted news providers are failing to keep pace, leaving almost universally online audiences with limited volume of engaging content.

Outbreak of Covid 19 has worsened the situation. Bangladeshi audience shows an increased appetite for high-quality news reporting about the pandemic from trusted news sources. But the financial resources to support more reporting have contracted dramatically as newspaper sales decline and advertisers cut spending. Controls on content and raising reporting risks for both media outlets and individual journalists have also increased.

At a time when most news outlets of Bangladesh were clutching at straws and gasping for air, MRDI conducted a media viability study, first of its kind in Bangladesh. With businesses coming to a standstill due to the pandemic and surrounding factors, this study provided useful insights about commercial feasibility and sustainability of news outlets.

Titled Leadership or Stagnation: The Future of Media Viability in Bangladesh, the study notes that newspapers continue to dominate as an important news source among middle aged and older urban audiences. Rural audiences are substantially less dependent on newspapers most likely due to lower literacy and poorer coverage of rural or regional issues.

Top newsmen, media activists and academics reached through the survey agreed that while robust economy and prudent financial regulations could improve media viability in Bangladesh, political environment provided oxygen to vibrant journalism. The study looked into several factors determining media viability and suggested that more prudent financial regulations to prevent leakage of advertising funds and factoring in the rural audience, so far ignored, would contribute towards a more vibrant media scene.



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# SPOTLIGHT

## A CLICK AWAY

### **OPEN DATA PORTAL USHERS IN A NEW HORIZON OF SOURCE FOR JOURNALISTS**

The time when legacy of traditional media-radio, TV or newspapers-were the only means to reach the public is on its way out. With rapid advancement of technology there is greater digitization of data that can be used to provide deeper insights into what is happening around us and how it might affect us. To remain relevant to the context, journalists need authentic data for authentic and in-depth analysis. Combined with traditional reporting techniques, data can help tell stories in more compelling and innovative ways and give citizens actionable information. A journalist using data for reporting relies less on quotes and guesswork about what the facts are. By publishing a data-based report, journalists can hold politicians, officials and authorities accountable. Data journalism is an effective way to provide deeper insight into what has really happened. But there is hardly a source of syncretic data that cover a wide range of sectors and issues.

With an aim to provide a one-stop solution, MRDI created an open data portal to connect journalists with reliable and updated statistics and data. MRDI Open Data Portal provides free and open access to data necessary for journalism in Bangladesh. As of 2021, the portal provides open access to more than 700 data sources under more than 500 indicators covering 14 sectors. The portal links official data sources belonging to government agencies, recognized international organizations, and leading non-government organizations. Apart from statistics, the portal also accommodates global reports related to Bangladesh and research and analysis from reputed think-tanks, to enable journalists in their work.

The MRDI Open Data Portal has already become a useful secondary data platform for journalists in Bangladesh. In order to cater to that growing demand, the portal is updated constantly to make sure that journalists receive topical and current information.

# PROJECTS AND PARTNERS

During the reporting year, MRDI implemented the following projects in partnership with the organizations/agencies mentioned.

## PROJECT

Improving Qualitative Journalism in Bangladesh.

## OBJECTIVE

Media in Bangladesh contributes to strengthened democracy and gender equality, greater respect for human rights and freedom from oppression.

## WITH SUPPORT OF

**FOJO:MEDIA INSTITUTE**  
 Linnæus University

## PROJECT

Increasing the Effective use of the Right to Information Law by Media and Civil Society.

## OBJECTIVE

1. Increase independent media capacity for unbiased and objective reporting, and to conduct effective investigations
2. Developing capacity of using RTI as an effective tool for promoting good governance through strengthening linkages and collaboration between media and NGOs/CSOs.

## WITH SUPPORT OF



## PROJECT

Promoting News Literacy and Ethical Journalism (Phase II)

## OBJECTIVE

To promote news literacy and ethical reporting on and for children through policy formulation, stakeholder interactions and mass media interventions.

## WITH SUPPORT OF



**unicef** 

### PROJECT

Improved Governance through Open Flow of Information

### OBJECTIVE

1. Enhance capacity of youth on fact checking to fight disinformation during Covid 19 and how they would make authorities accountable using RTI during and post Corona situation
2. Engage newsroom managers and reporters in keeping safe while gathering news

### WITH SUPPORT OF



The Asia Foundation

### PROJECT

Better Governance for Better Services

### OBJECTIVE

Improve transparency and accountability of public service institutes by keeping the demand-supply chain of information and service increasingly operative.

### WITH SUPPORT OF



মন্ত্রিপরিষদ বিভাগ  
শিক্ষা বিভাগ



তথ্য কমিশন



Bangladesh Journalists Association

### PROJECT

Journalism Skills in Media and Academia

### OBJECTIVE

1. Support university journalism departments to teach fact checking and countering misinformation
2. Strengthen newsrooms on contemporary business and economics journalism

### WITH SUPPORT OF



The Asia Foundation

### PROJECT

More Information More Accountability

### OBJECTIVE

1. Facilitate ministries and divisions comply with the provisions and regulations of RTI Act
2. Create awareness on RTI and enhance demand for information in the community

### WITH SUPPORT OF



**The Asia Foundation**

### PROJECT

Livelihood Programme for the Women and Health Clinic for the Community

### OBJECTIVE

1. To create income opportunity for women of Char Patila through training programme
2. To provide primary health care and diagnosis facilities to the villagers of Char Patila

### WITH SUPPORT OF



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**Ummayan Dhara Trust**  
facilitates people's survival strategies

### PROJECT

Financial Literacy

### OBJECTIVE

to develop capacity of and create a positive mindset on savings among young learners

### WITH SUPPORT OF



**HSBC**

# AREAS WE WORK IN

Projects implemented in 2020-21 have been classified in this report into the following chapters.



## Improving Qualitative Journalism in Bangladesh

### PERFORMANCE HIGHLIGHT

#### Training on Editing and Managing Investigative Reports

Improving Qualitative Journalism in Bangladesh (IQJB) project organized a total of four investigative journalism training programmes in the reporting period, as the major objective of the project is targeted media houses and news providers to identify, research, produce and publish a constant flow of quality investigative reports.



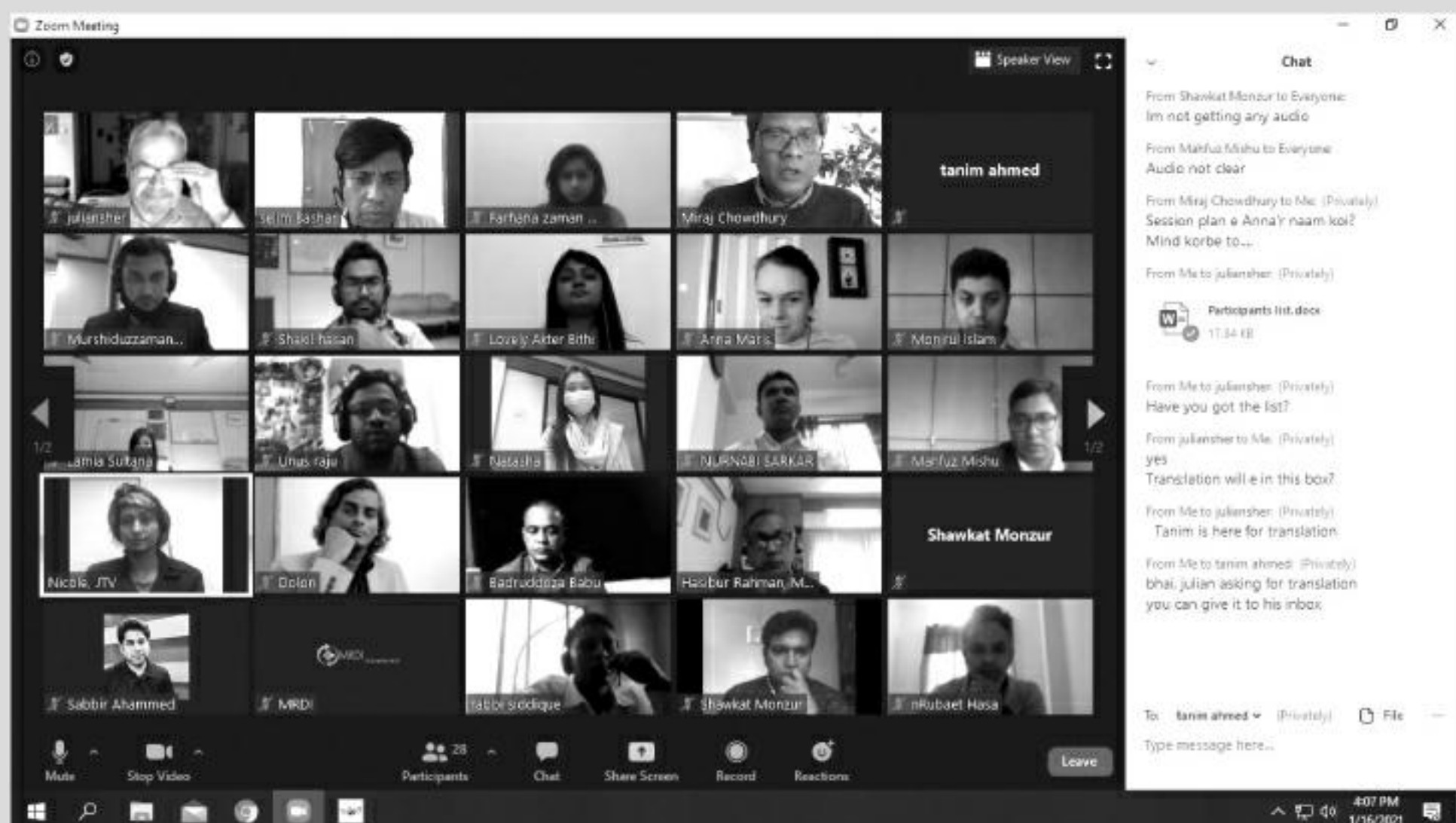
The project planned for residential training initially but later converted it into a digital programme due to the pandemic. The target of the training was to give the news managers and senior journalists necessary lessons and instructions so they can manage and edit investigative reports. The training was conducted by an eminent investigative journalist from Canada. The trainer in his sessions, explained what makes a TV report good, how to focus on the characters, how to use the camera for investigation, and story structures. Participants knew about sounds, starting and ending of a story, writing scripts, fact-checking and gender balance, and workflow of a newsroom. Participants were engaged with group exercises and took part in group discussions on their own stories. They had to submit pitch forms, news script formats with sounds and visuals, and rewrite some parts of the stories which made them confident about investigative reporting.

The participants were quite happy about the training and the lessons they learnt from it. Pitching a story using the form, script format, story-telling techniques, how to write a brief intro, how to use natural sound, the lesson on workflow and newsroom coordination appeared very important and interesting to them.

The first one was a five-day online training in two parts attended by nine senior journalists. Later, there were 3 more online trainings on the same topic for two of the IJP partners in response to their request to train their colleagues on the same topic. A total of 48 journalists were trained on managing and editing investigative reports, including 7 female journalists. The participants are working as senior-most news managers in the houses including chief news editor, senior news editor, news editors from the TV channels, which are our partners under the Investigative Journalism Partnership.

**"From the training, I learnt how to produce a simple and innovative report to make viewers understand. I learnt that the use of natural sound and proper visuals can make a report meaningful" -**

**A participant of the Training on Editing and Managing Investigative Reports**



## Follow-up Training on Editing and Managing Investigative Report

Two follow-up trainings on editing and managing investigative reports were organized for selected newsmen from previous IJ training of both partner news outlets, Jamuna Television and Channel 24. The training was conducted by an Investigative Journalist and Trainer from Canada. Both the day-long programmes were conducted virtually using a zoom network due to the prevailing Covid-19 pandemic situation. The follow up training aimed to find skills the participants gained through the training they attended 2/3 months ago and application of those skills in managing and editing investigative reports.

The follow-up training on editing and managing investigative reports with Jamuna TV covered the same themes as the two previous training sessions where the trainer tried to show the importance of visual storytelling and writing to pictures. While the scripts seemed to be fit for newspaper or radio since they worked well without the sound, the stories seemed to have improved as far as visual storytelling was concerned. The trainer said he observed a great improvement in story-telling techniques and said particularly well-creating characters, using sound effects, and writing to the pictures. Jamuna newsroom seemed to have responded well to their previous stories with reporters eagerly trying to improve their technique.

**The Channel 24 investigation unit has, since their training, shown significant improvement in journalistic standards as well as visual storytelling.**

The follow-up session with Channel 24 was a refresher of the previous session. The mechanism was the same, covering similar topics as the previous session, except that there were no exercises. The Channel 24 investigation unit has, since their training, shown significant improvement in journalistic standards as well as visual storytelling.

This program was originally designed for the news managers, but later reporters and technical persons were included in the training. A total of 29 participants -- 22 male and 7 female -- from both news outlets participated in the training.

## Mentorship Programme on Investigative Reporting for Woman Journalists

A four-month mentorship programme for woman journalists started with a four-day online training. It took more than three months to complete their tasks. The previous mentorship programme on the environment & climate change was completed with the production of 12 stories on the topic by six mentees at the beginning of this year. This special mentorship for woman journalists selected 12 participants with three to twelve years' experience through an open call.

The training was conducted by the mentors and experts from MRDI team, who mentored the selected reporters throughout the programme. Finally, nine of them produced 12 reports, of which 11 reports were broadcast/published in their respective media outlet. The reports are mainly on corruption related to health, education, labour rights, misuse of public money, and other social issues.

Then, 9 participants of the women mentorship programme, who completed their tasks, were awarded a certificate in a ceremony at MRDI office. An informal interaction took place between participants and the project team on their stories.

## Mentorship Conclave: Investigative Reporting on Corruption

Corruption is one of the major thrusts where Bangladesh is struggling for a long time. Bangladesh has improved but is still in the lower rank in Transparency International's CPI index. Corruption is undermining the development, democracy, and rule of law in a country and around 2-3% of GDP is lost every year due to corruption in developing nations. Journalism can play a significant role in reducing corruption by publishing reports. There is huge scope for



journalists to investigate corruption in-depth and publish quality investigative stories. Keeping this in mind, MRDI invited applications for a four-month mentorship programme on Investigating Reporting on Corruption through an open call for the journalists, working in newspaper, broadcast, and online media.

The first residential conclave on corruption reporting was held at CCDB Hope Foundation, Savar last June. The objective of this programme was to develop the capacity of fresher and mid-career journalists in investigative journalism and encourage them to produce investigative stories. Selected 14 journalists participated in a three-day training on corruption-related issues and planned the proposed stories, under the supervision of their mentors.

**around 2-3% of GDP is lost every year due to corruption in developing nations. Journalism can play a significant role in reducing corruption by publishing reports.**



A total of 11 sessions were conducted by experts on both investigative journalism and corruption-related issues including academics, journalists, government officials, and development workers. Participants got the lessons on the basics of investigation, examples of some great investigative reports, research, planning, source mapping, and interview techniques for investigative reporting. Journalists got support from their mentors to finalize their plan for investigating their idea. They will investigate and produce their story under supervision of the mentors in four months.

### Training of Trainers (ToT) of PIB

A 3-day training was held divided into two episodes over Zoom Platform three and half hours on each day. Fifteen participants joined the training programme including senior trainer, trainer, assistant trainer, reporter & sub-editor of PIB. Working journalists like executive editor, senior news editor, news editor, special correspondent of newspaper and television, a public health expert, and Associate Professor & Assistant Professor of journalism department from public and private universities, are included in the panel of trainers of PIB, those who usually train journalists all over the country.

The workshop was conducted by the Programme Manager Bangladesh, Fojo Media Institute, Sweden. The trainer started her session by asking how many of the participants had experience in distance learning. She asked some questions for participants to write the answer on the zoom chat box. Then they discussed it all together, what they want to learn from the training and how through an ice-breaking session that helped them as a starter. Besides the

regular sessions of adult learning techniques and strategies, the trainer tried to present new things interestingly to the participants, especially in the sessions- demo of padlet: how it works for a user and Zoom hosting and using other platforms like Slack, Trello, discord, and Facebook groups.

MRDI and Fojo Media Institute's effort is for increasing the flow of qualitative and investigative reporting in Bangladeshi media. Through Training of Trainers, the project is developing the capacity of individual journalism trainers, those who are working with Press Institute Bangladesh (PIB), Faculty of journalism schools of public & private university as well as senior working journalists of print, electronic and online media from Dhaka and outside of Dhaka. As distance learning is a better alternative for conducting training using the digital platform in the covid 19 pandemic situation, the training of trainers (ToT) focused on how to use digital tools & techniques effectively for journalism training. The training programme tried to bring out the expectations and desire to be a good adult trainer from the participants as well. They were also eager to learn from the experts of the training programme.

### **Organizational Review for MRDI: Future Search Workshop**

As a part of MRDI's organizational review and developing strategic plan, MRDI staff members took part in interactions through a future search workshop. The residential workshop was organized in two parts with an interval of two months to discuss and go through the reports and documents that were drafted by the consultant with inputs from the internal and external stakeholders of MRDI. Thirteen team members of MRDI including Executive Director, Advisor Planning & Development, Manager (Finance), Deputy Managers (Programme/Finance), Project coordinators, Senior Officer (HR & Admin), Senior Programme Officers and Training & Documentation Officer participated in the workshop.

Reviewing and discussing on the documents, participants developed a better understanding of the new vision and mission of MRDI, organizational values, strategic objectives, cross-cutting issues, project budgeting, core funding gap analysis, communication plan, resource mobilization plan, gender plan and human resource plan. Through individual and group exercises, they proposed some inputs into the plan.

### **Methodology Finalization Workshop**

A two-day methodology finalization workshop on Change Initiative was held in CCDB Hope Center, Savar, Dhaka under the activity International Training Programme (ITP) of the project. Six members of Bangladeshi ITP team attended the workshop.





The whole workshop was divided into eight sessions to discuss on context and situation analysis; problem analysis; stakeholder analysis; objective, mission, vision and risk analysis based on the proposed change initiative. The sessions were conducted by different team members where other members gave their input and feedbacks. Discussion, group work and presentation methods were applied for each session.

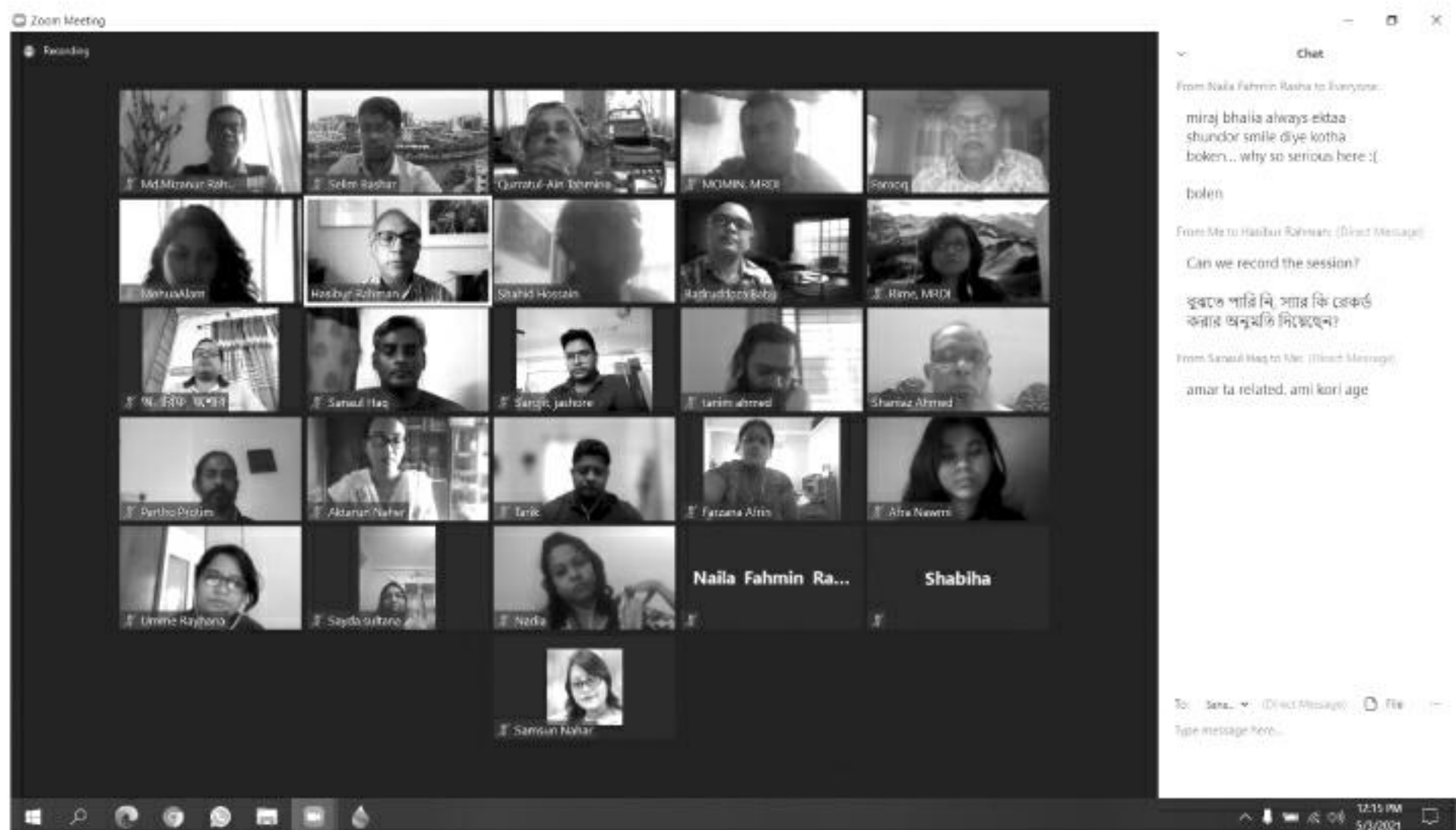
ITP team members worked on the formats provided by Niras to develop the Change Initiative. Team finalized the activities for the Change Initiative and timeline of overall work. They also discussed and finalized responsibilities of the team members to implement the Change Initiative.

## Anti-corruption Workshop for MRDI

As a transparent organization, MRDI is committed to ensuring the principle of zero tolerance against any sort of corruption, within the organization and dealing with its vendors and stakeholders. To discuss different aspects of corruption and measures to be taken, two half-day workshops were organized over digital platform involving MRDI staff members.

Former director of the Anti-Corruption Commission (ACC) and Former Director General, Central Procurement Technical Unit (CPTU) facilitated sessions of the first workshop. The sessions covered discussions and interactions on different forms of corruption like money laundering, assets of unknown income, experts hiring, nepotism, gift policy, bribery, abuse of authority, the false burn rate of funds and roles and responsibilities of the staff to avoid corruption in procurement.

The second workshop was a kind of follow up. Managing partner of Chartered Accountant firm Howladar-Yunus and Co, conducted the session with his huge experience in auditing development projects and NGOs.



## Improved Governance through Open Flow of Information

### PERFORMANCE HIGHLIGHT

#### Online Training on Safety and Participatory Workshop for Journalists

A total of seven online sessions, including a safety training and a participatory workshop were held between the months of July and August 2020. 142 journalists from eight divisions of 20 national print, TV and online media selected by their respective media houses took part in the programmes. The training sessions covered symptoms of Covid-19, measures to be taken to keep safe, common misinformation about the disease and safety measures, mental health during pandemic and related issues. Experts from development organizations having journalism background facilitated the sessions. As a part of the programme, a survey was conducted for the participants on their experience during covid-19 Pandemic. 70% of the participating journalists said they did not get any protective equipment to keep safe.

#### Youth Engagement Programme on Covid-19 Safety and RTI

MRDI partnered seven NGOs in seven districts in organizing seven distance learning sessions on how to keep safe during Covid- 19 pandemic and how to access information using Right to Information (RTI) Act. A total of 205 young people from seven districts participated in the sessions through online platform, Zoom. Experts from MRDI and BRAC facilitated the sessions. The training sessions covered symptoms of Covid-19, measures to be taken to keep safe, common misinformation about the disease and safety measures, mental health during pandemic and related issues. The RTI sessions facilitated the youth on how they can access information related to their life and livelihood during and after the pandemic.

#### Launching Online Course on Fact Checking

MRDI developed an online course on fact checking targeting the youth. The course was developed with the support of an online learning platform 10 Minute School. The objective of the course was to enhance capacity of youth on fact checking to fight disinformation during Covid 19. The course offers lessons on what is fact checking and why we need it; terminologies of fact checking; which news to check; how to verify news online; how to verify photos and videos; differences between traditional and new media; what is trustworthy news media and how to recognize trolls. The course was placed in MRDI's existing mobile app, iKnow.

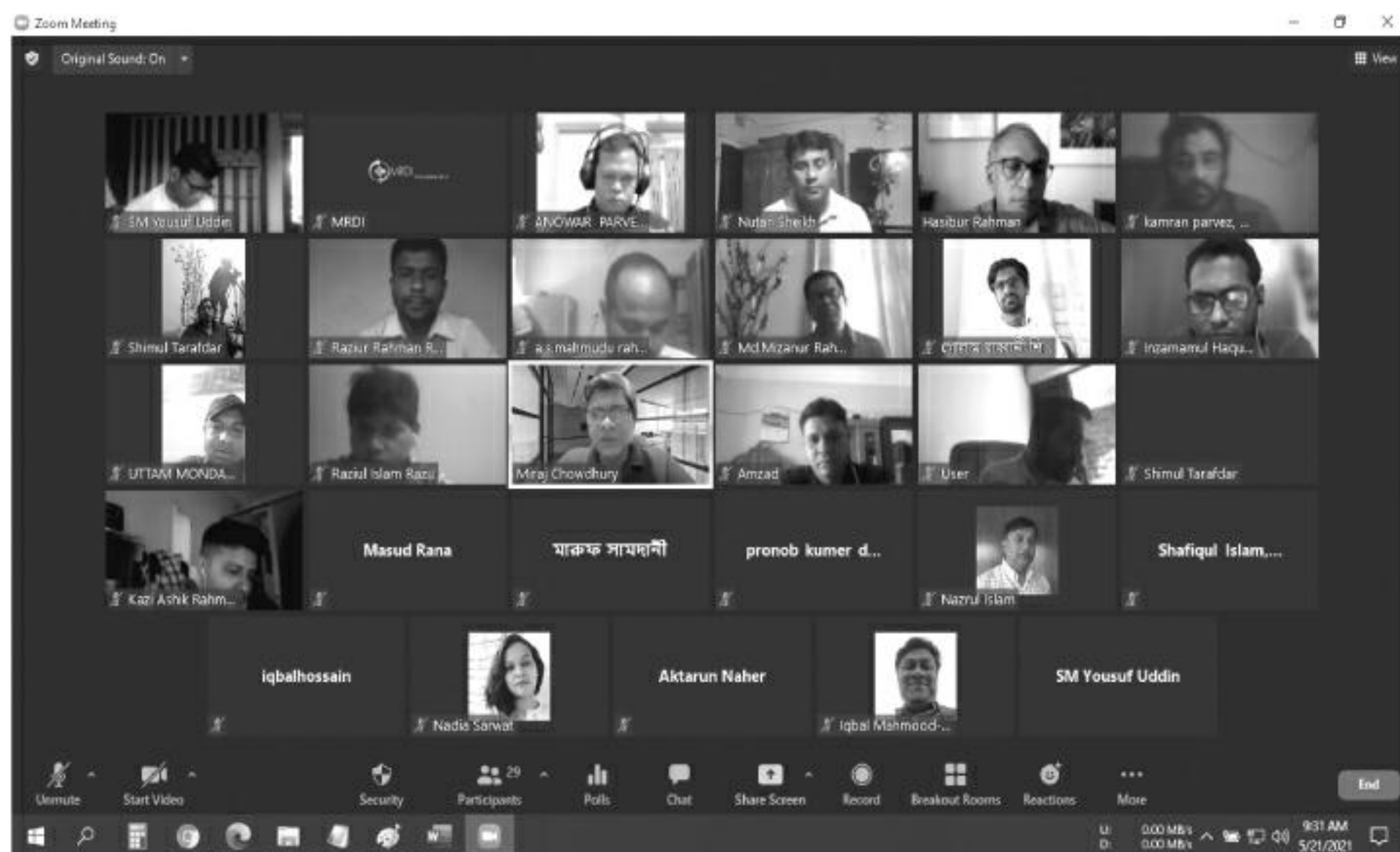
#### Mentorship Programme on Public Interest Reporting

Under three experienced journalists as mentors 10 journalists working at local level have gone through a three-month mentorship programme. The mentees were finalized through a selection process after an open call was made through media. A gatekeeper engagement meeting was also held to develop the training content and to make sure that the newsroom managers are informed about the programme. Then a two-day training was organized for the mentee journalists to facilitate them to learn what is public interest reporting, its components, how to find public interest angles in a report and issues related to the subject. Through the three-month mentorship programme, the mentees learnt how to develop a public-interest story through extensive research, required investigation and data collection and also how to tell that story to the audiences. After successful completion of their mentorship, most of the mentee journalists produced their own reports which were then published in their respective media outlets.

## Orientation Programme on Digital security for Journalists

MRDI has organized four in-house training programmes on "Digital Security: Journalist's Safety" as a part of the project. MRDI team developed a training content with the help of Editor, GJN Bangla. A two-day session plan was prepared, including two sessions in 4 hours each day.

Four media houses -- Channel 24, Jamuna Television, Daily Prothom Alo and The Daily Star participated in the in-house training programme. Each media house nominated 20 of their correspondents working at the district level for the trainings.



## Better Governance for Better Services

### PERFORMANCE HIGHLIGHT

#### Lunching of RTI Online Training Course for NGO DOs

Facilitating NGO designated officers to perceive the main spirit of Right to Information Act, understand own responsibility and properly maintain the compliance under RTI act, MRDI has developed an online course on RTI for the NGO designated officers. The course was launched in virtual platform. Chief Information Commissioner was present in the event as chief guest. Former Chief Information Commissioner, Former Information Commissioner, Executive Director of Manusher Jonno Foundation were present as issue experts. Representatives from NGO Affairs Bureau and office of the Deputy Commissioner of Dhaka were also present. Till date a total of 181 NGO DOs enrolled in this course.



## Follow-up RTI camp

Day long follow-up camp was organized at Bhojgati Union of Manirampur Upazila under Jashore district for same group of participants who were participated the RTI camp last year. Participants shared the challenges they faced in the pandemic situation. Total 27 participants took part in the camp. Status of RTI applications submitted by all participants was discussed in the programme. Though 34 applications were submitted to different government offices and NGO authorities during the RTI camp, but due to covid pandemic it was not possible to follow-up and receive information. In the programme, participants planned to re-submit some previous applications along with new ones.



## Online Journalist Training

An online training - "Corona Virus: Journalist safety & security and Right to Information Act" was organized to create awareness among the local journalists on how to keep safe during the pandemic in gathering news and covering events. The three-hour training over digital platform also discussed on how RTI Act can be used as authentic tool of gathering news.

Executive director of MRDI explained the objective of the project and the training. Special correspondent of The Bangladesh post made a presentation on risks and safety measures during the pandemic. A total 20 journalists from different districts participated in the training.



## Journalism Skills in Media and Academia

### PERFORMANCE HIGHLIGHT

#### Training of Teachers (ToT) on Fact Checking and Misinformation

With a vision to make media newsroom compatible with the economic shift and counter misinformation, MRDI initiated a support programme for four university journalism departments in partnership with The Asia Foundation. As part of this initiative, MRDI organized a Training for Teachers (ToT) on fact checking and countering misinformation which upscaled capacity of journalism faculties in teaching fact checking and countering misinformation. The four-day residential training was held with eleven faculty members of journalism departments of University of Rajshahi; University of Chattogram; Daffodil International University and Independent University, Bangladesh (IUB).



The ToT was divided into 10 interactive sessions conducted by national experts along with introductory and closing sessions. During this exercise, participants were introduced with the need of inclusion of fact-checking into the academic curricula for promoting authenticity. After the training participants found the content of the course most useful and helpful. 82% were absolutely satisfied on trainer's competency and session demonstration. Moreover, participants recommended to introduce a course on fact-checking and online verification in their departments. They requested MRDI to continue advocacy with the concerned universities to include the topic in their academic curricula.

#### Foundation Training on Business and Economics Journalism Fundamentals

MRDI organized a residential foundation training on "Business and Economics Journalism Fundamentals" in partnership with The Asia Foundation. Fifteen journalists of TV, online and newspapers participated in the training. The training focused on journalist's capacity to produce quality in-depth stories on economic issues over media that will contribute to promoting accountability, particularly in the public sector.

The four-day training was conducted through lecture, group work and open discussion sessions. Discussions focused on history and evolution of business and economics journalism in Bangladesh, public finance, project

development & procurement process, auditorial irregularities, fundamentals of banking, bad loans, formation of banks & companies, money laundering & its impact, trade-based money laundering, report writing techniques, data visualization & graphical presentations and reporting ethics & etiquettes.



## Increasing the Effective use of the Right to Information Law by Media and Civil Society

### PERFORMANCE HIGHLIGHT

#### In-house Training for Journalist

Media, as part of the civil society and also as an independent entity has an important stake in the right of access to information in order to produce in-depth stories. To enhance journalist's capacity of producing authentic in-depth public interest reports by using the RTI Act as a tool, in-house training was organized in six media houses. The training was conducted in a bottom-up approach of bringing the correspondents and the editing staff together, thus linking the field and desk for discussions relevant to their work. Each house nominated 9 district correspondents and 3 sub-editors/newsroom editors for the training. A total of 71 journalists participated in the training. The training sessions were conducted in the first half of the day for two consecutive days over zoom platform due to the pandemic situation.

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**After this training, I will be able to produce quality and informative reports for my organization. There are many irregularities in the government organizations, and I will try to make those organizations accountable through my reports.**

*Md. Mostafizur Rahman, training participant*

**Knowledge from this training can be used to produce more reports on public interest.**

*Abdullah Al Mamun, training participant*

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## Data Journalism Training Curriculum Localization

In Bangladesh, data journalism concept is not practiced frequently in preparing qualitative and in-depth reporting. Absence of proper knowledge on the issue is the major reason behind it. It also doesn't get importance in the academic curriculum of journalism schools. The concept of data journalism is not clear among the media houses and most of them equate data journalism with data visualization; whereas data cleaning, analysis and data storytelling deserve equal attention. Absence of training institution for data journalism and appropriate training curriculum hinders capacity building on the issue.

MRDI initiated to localize the curriculum of Internews on classroom and practical journalism in the context of Bangladesh. Adapting the 200-hour curriculum of Internews, an abridged 36-hour classroom training on data journalism in a span of four days was designed in Bangla. An online version of the course accommodating in 12 hours was also developed. The course includes data literacy and ethics, data mining, data analysis, data reporting and data visualization.

## Data Journalism Training for Journalists

Data journalism is not well discussed and practiced by the media in Bangladesh. Though there are some good investigative reports with extensive data analysis, they are very few in number. Access to open and public data is crucial to meaningful data journalism. However, open data is hardly available in Bangladesh. This is one of the main reasons why the practice of using data for preparing reports has not yet been established. At present, media is depending on traditional journalism and interview-based reporting. At the same time, most of the journalists have hardly any understanding of data mining and data analysis.

**“The four-day MRDI training was very important. I learned how to create a reliable report using data. I want to be more involved with such trainings in future, because, data can be used to provide quality and reliable report to the reader.”**

*A.S.M. Saad, Business Reporter, Kaler Kantho*



Keeping the importance of data journalism for increasing the objectiveness and quality of reporting in mind, MRDI organized training on data journalism in four batches. A total of 48 journalists of national & district levels from print, online and TV media participated in the training, duration of which was four half days.

### Data Journalism Fellowship

To provide long term capacity building support and encourage reporters for data journalism, data journalism training participants were given opportunity to submit their application for fellowship and 12 journalists were awarded fellowship based on their story ideas. Fellows closely worked with their mentors in preparing stories & data analysis and published 14 stories.

## More Information More Accountability

### PERFORMANCE HIGHLIGHT

#### Youth Group for RTI

To enhance people's demand for information by engaging the young people, MRDI team developed three RTI youth groups in Jashore, Rangpur and Barishal. The members were selected by assessing communication skill, positive mindset to work in a group and willingness to be involved in social activities of the potential participants. A total of 33 youths between age group 18-25 were finally selected comprising both male (15) and female (18) to work as RTI advocate in their community. MRDI local coordinators in the respective districts also supported in the selection process.

#### Capacity Building of Youth

To enhance knowledge and understanding level of the youth group members on right to information and its uses, an RTI Camp was organized from 6-9 March 2021, at CCDB Hope Centre, Savar, Dhaka. Thirty-three youth members from Barishal, Jashore and Rangpur districts participated in the programme. During the four-day camp, participants learned about what is information and how information can change their & their community's life through different participatory learning methods like lecture, discussion, debate, interaction, filing RTI application, games, drama, group work and sharing success stories.





Director Research, Training and Publication of The Information Commission inaugurated the camp. Specialists in Capacity Development, communication and RTI facilitated the camp sessions in an interactive and participatory approach. The young participants enthusiastically took part in entertainment and learning activities throughout the camp.

### Local Planning and Sharing Meeting

Utilizing the knowledge gathered from the RTI camp youth group members of 3 districts prepared work plan for the next six months. Plan sharing meeting was organized over zoom platform considering the covid-19 pandemic and the lock down situation in the country at that time.

### RTI Campaign

Youth groups from three districts started their six-month RTI campaign from May 2021. The groups had their monthly meetings to discuss progress on previous activities and plan for next month. Considering the deteriorating covid-19 situation, the campaign could not be executed according to their work plan. They had to come up with new plans because of restrictions of movement at certain places and sudden shutdown by government authority all over the country. After discussing with MRDI, the youth groups ran social media campaign through "MRDI RTI Helpdesk" facebook page. Simultaneously, youth group members also worked on developing video contents, scripting drama and designing poster. An online quiz competition through Facebook was planned to popularize RTI act. All three youth groups also planned to prepare list of government designated officers for their respective districts which will facilitate information seekers. Meanwhile, Barishal and Rangpur youth groups met their Deputy Commissioners. They presented their campaign planning in the meeting. Both the DC warmly welcomed them and assured to provide necessary cooperation during RTI campaigning.



### Develop RTI Communication Material

MRDI designed one leaflet, poster, cartoon folder and reprinted a comic book on the theme of RTI. Information Commission approved the design and content and gave consent of using their logo. These materials will be used by the youth groups during their campaign. Print copies of communication materials have already been sent to the youth groups. Additionally, as per request from Chief Information Commissioner, one video documentary is being produced which contains insights of impacts and success of using RTI Act along with description of main spirit of the act and its applications. Script of the documentary has been developed. But shooting couldn't take place amid Covid-19 pandemic and present lockdown condition at that time.

## ADVOCACY

### Improving Qualitative Journalism in Bangladesh

#### PERFORMANCE HIGHLIGHT

##### Media Gatekeeper Engagement Meeting

In the last year of the project, MRDI has developed a five-year strategic plan and has already finalized strategic objectives, core values, enabling objectives, and cross-cutting issues of the organization. To share the strategic plan and the lessons learned from the IQJB project MRDI has organized the meeting with media gatekeepers. The objective of the meeting was to find a way out how MRDI, can work with the journalists and our partner media organizations in the future and to promote and facilitate qualitative journalism in Bangladesh.

The meeting was held at MRDI conference room, where 16 media gatekeepers from different print and electronic media participated in the meeting including the editor, executive editor, executive director, deputy editor, deputy executive editor, head of news, chief news editor, and news editor. Most of them are from the partner organizations in the Investigative Journalism Partnership (IJP) programme of the project.





## Interaction Meeting with Academics in Journalism

The project is at the end of its five-year period. During this period achieved successes and created good examples, which contributed to developing journalism in Bangladesh. There were some challenges and obstacles also, which we did overcome with the help of partner media organizations and journalists. To share the experiences and find a way forward, MRDI arranged an interaction meeting with the academics in journalism. The Chairman and head of the journalism schools of both public and private universities joined the discussion.

## Translation of Investigative Journalism Publication

Investigative journalism is the specialized and systematic way of doing journalism with some modern techniques of digging facts. But there are very few books and manuals on the subject in Bangla. The project has started to translate internationally recognized books and manuals for journalists who want to learn more about investigative journalism in Bangla.

One investigative journalism guidebook has been translated into Bangla and published from the project this year. The guidebook "How to be the Mouthpiece of the people" (Kivabe Hoben Jonogoner Kanthaswar) is published by the German organization KAS. This book created huge demand and interest among academics, students, journalists and editors as credible learning material on investigative journalism and was reprinted this year as well to meet the demand.

**Available:** [https://mrdibd.org/wp-content/uploads/2021/04/Investigative\\_Journalism\\_Manual\\_in\\_Bangla.pdf](https://mrdibd.org/wp-content/uploads/2021/04/Investigative_Journalism_Manual_in_Bangla.pdf)

## GIJN Bangla

GIJN Bangla is continuing its support to the journalists as one of the best platforms, publishing hundreds of articles. Newsletters of GIJN Bangla became popular among the journalists. GIJN Bangla is attracting readers with its resources, most of them are journalists. Followers of GIJN Bangla is increasing day by day on the website and social media networks.

GIJN Bangla provided 100 contents last year translated into Bangla, to its audience including resources, guides, tips, tools, and case studies. It now reaches more than 700 journalists through its monthly newsletters to engage the audience and extend the reach further.

Over the past year nearly 76,000 users read GIJN Bangla contents on its website. The number of pageviews grew by 33.6% and new users by 76% to take its reach to a new level. According to Google Analytics data, GIJN site is visited by journalists from more than 140 countries. The site is multilingual and offers contents in more than 12 languages. However, among all the countries, pageviews from Bangladesh has remained the second highest after the United States. Users and sessions (165%) from India's West Bengal region also doubled in this period.

GIJN social media channels also observed a modest growth. Facebook reach and impressions have been down since algorithmic changes of mid-2020, and yet the number of followers grew by 15% over the year. Facebook following of GIJN Bangla page has increased and twitter channel has seen stable growth even though in Bangladesh twitter is less popular compared to other social media channels. Twitter followers has almost doubled (96%) in a year and same with impressions (103%).

GIJN Bangla platform continuously supported Bangladeshi journalists to engage with the resources and networks of investigative journalists. Bangladeshi Journalists are now participating in the GIJN Global Conferences (GIJC) and Regional Conference as well.

GIJN asked its Bangla audience to learn if its contents could really make any impact. Some of the responses reflect a wide range of impact including building capacity, opening access to networks, providing new ideas and investigative techniques and increased knowledge on digital security among journalists, not only from Dhaka but also from the periphery.

## Improved Governance Through Open Flow of Information

### PERFORMANCE HIGHLIGHT

#### Engaging The Gatekeepers

To draw attention of the policy makers and top management of media houses on how the local journalists are coping with the ongoing coronavirus pandemic, challenges they face and how to address those, MRDI organized a web discussion with the media gatekeepers. Findings from the participatory workshops involving the local journalists were presented at the event. Media managers from 11 national television, newspaper and online portal participated in the discussions. 71 people also joined the web discussion through pre-registration, most of whom are local correspondents who took part in the participatory workshop. At the web discussion, media leaders admitted that there is indeed an unwanted gap between the center and the margin. They expressed interest in taking initiative to reduce the gap. The media gatekeepers also admitted that the overall situation of the media is deteriorating which is making the journalists suffer working at the district level and in the capital city as well.

#### Social Media Campaign

A social media campaign was also launched to promote and popularize the online course to the youth. A competition was declared among the first 200 course participants. A mobile phone set will be given as a prize to the participant who will successfully complete the course in minimum time.

## Better Governance for Better Services

### PERFORMANCE HIGHLIGHT

#### Right to Know Day Observance

JANAK at 8 upazilas of Jashore organized programmes in partnership with upazila administration. It included discussion session, rally and leaflet campaign. One social media campaign also ran through MRDI facebook page to popularize the RTI helpdesk hotline number.

#### Develop Template on Web-based Information Disclosure

To ensure people's access to information through web-based proactive disclosure, MRDI has developed a common template for district web-portal to make proactively disclosed information easily accessible and more usable. Getting approval from Information Commission the template has been submitted to the Cabinet Division and The ICT Division for further action and implementation.

#### JANAK Meeting

The civil society group Jagroto Nagorik Committee (JANAK) is working for creating awareness of people on RTI Act. They also facilitate information seekers in filing applications at 8 upazilas of Jashore. During this covid pandemic Janak members worked with upazila administrations. JANAK at eight upazilas also met for their regular meeting 8 times in this year.

Additionally, eight interaction sessions were organized for the Janak members of 8 upazila to discuss on uses of Right to Information act during covid pandemic and role of Janak.

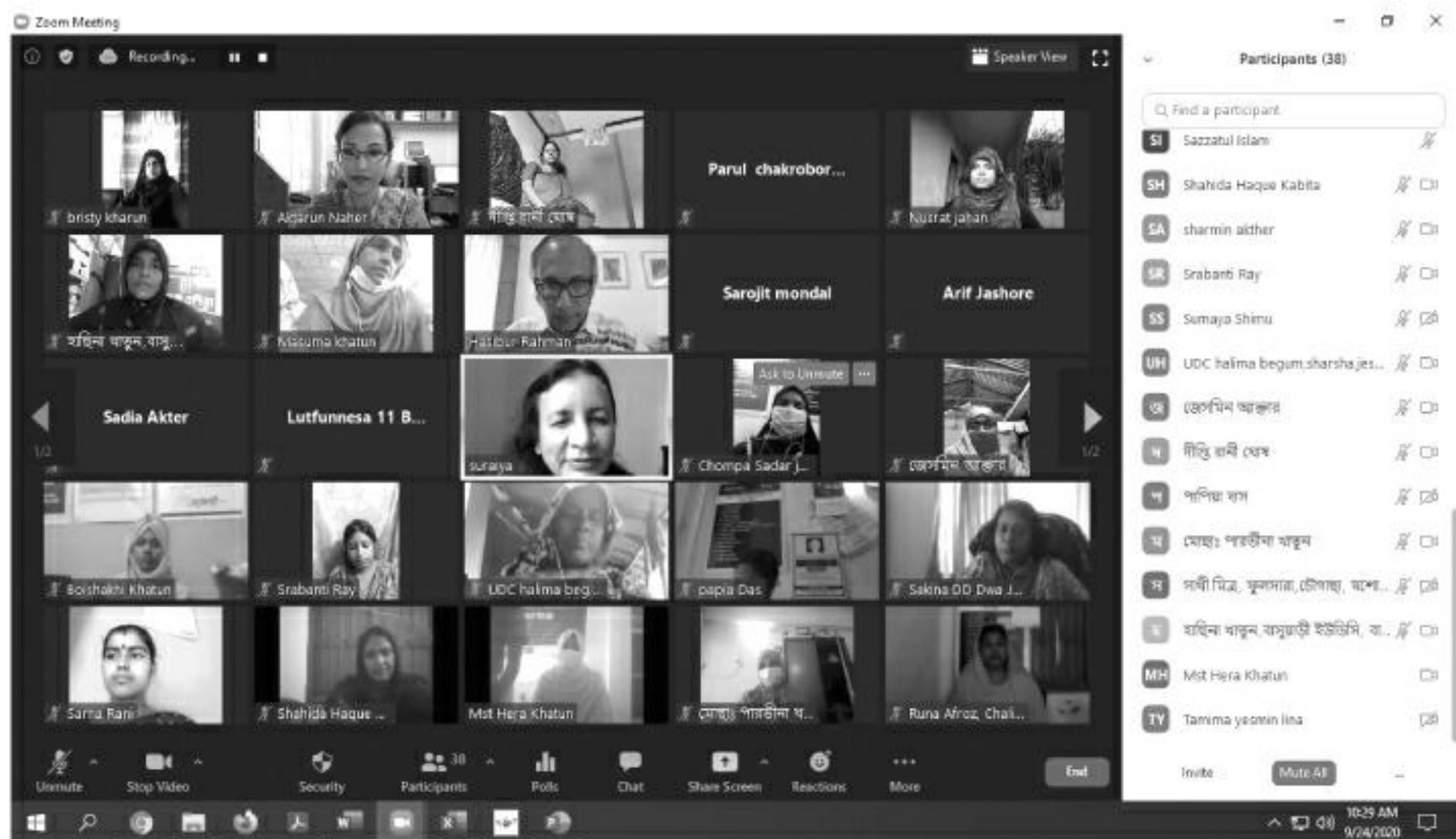


## Essay Competition

Education institutions remained closed during covid pandemic which allowed the students plenty of leisure. To facilitate the young learners spend quality time, MRDI in partnership with Jashore district administration organized one essay competition 'How life is going at covid' for the students of 8 upazilas of Jashore studying from grade VIII to X. Deputy Commissioner of Jashore launched the competition at virtual platform where Additional Deputy Commissioner Education and IT of Jashore and Education Officer of Jashore were present. Social media campaign run through MRDI facebook page to reach the target audience. Winners of the competition were awarded through prize giving ceremony separately organized in each upazila where Upazila Nirbahi Officers and Janak members were present.

## Meet the Mother

Two 'meet the mother' interactions were organized at virtual platform to raise awareness on health safety for mothers during covid pandemic. Importance of using RTI act for seeking information was another issue of discussion during these meetings. A total of 60 mothers from 8 upazilas of Jashore participated in the meeting. Information Commissioner inaugurated the meeting. Additional Deputy Commissioner of Jashore and Deputy director of Women Affaires Bureau of Jashore also joined the meeting.



## Journalism Skills in Media and Academia

### PERFORMANCE HIGHLIGHT

#### Gatekeeper Engagement for Improving the Quality of Business Reporting

To enhance capacity of journalists and increase number of quality in-depth and investigative reports on business and economy in the media, MRDI had two rounds of interactive sessions with media gatekeepers. The interaction aimed at getting nomination of business journalists for the MRDI fellowship programme and finalize content of foundation training under the programme. The reports published under the fellowship are expected to unveil limitations and weaknesses in policies and practices in trade and economy, thus contributing to GDP growth of the country.



## Increasing the Effective use of the Right to Information Law by Media and Civil Society

### PERFORMANCE HIGHLIGHT

#### Participatory Workshop on RTI

Two participatory workshops were organized for Sylhet & Chattogram and Rangpur & Barishal division. 39 participants from the divisions participated in the discussions including editors of local newspaper, Chief Executive of NGOs and Academics. Chief Information Commissioner and Information Commissioner were grace the events as the chief guest. Former Chief Information Commissioner was present in the programme as issue expert. Chief Executive Officer of i'Social gave key presentation in the workshop. MRDI Board of Director and Former Full-time member of National Human Rights Commission of Bangladesh gave vote of thanks to the participants. Participants discussed on existing situation and challenges they are facing during RTI implementation at field level. They also proposed some recommendations to improve the situation.

## National Consultation

Even after more than ten years of enactment of the act, it is found that the public awareness and demand for information is quite far from the level of expectation despite different measures taken by the government and other agencies. Strong advocacy is needed to improve the situation. Optimism remains that the RTI can play a key role in promoting transparency and accountability if journalists and civil society actors can effectively use it. Their engagement with oversight bodies including the Information Commission could be a model for advocacy. To share the findings and recommendations surfaced from the divisional level participatory workshops and develop a plan of action for changing the present situation a national consultation was organized. A total of 30 participants from six divisions including editors of local newspapers, academics and NGO executives attended the consultations. The Chief Information Commissioner attended the programme as the Chief Guest. One Information commissioner was present as issue expert. Former Chief Information Commissioner, Executive Director of NGOs and Media editor was present in the programme as panel discussants. Chief Executive Officer of i'Social made key presentation. MRDI board member and former full-time member of National Human Rights Commission of Bangladesh moved vote of thanks to the participants.

## Thematic Seminars

Media, as the fourth column of the state and an influential social force, keeps people informed about what is happening around and makes the government and other authorities alert about what should or should not happen. To discuss recent burning issues for journalism and to create a platform to work together, four thematic workshops were organized on below topics:

1. Challenge of reporting during pandemic
2. Challenges and opportunities in Investigative Journalism
3. Gender sensitive reporting
4. Use of RTI for objective reporting





Each of the workshop started by a keynote presentation to explain the current scenario of the issue and facilitate to open the floor of discussion. Former government officials, media gatekeepers, NGO chief executives and journalists were present as panel discussants. To compare the situation on regional context, experts from India also joined in these workshops. A total of 59 participants including editors of local media, journalists, academics and CSO representatives from around the country were participates in the discussion.

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## **More Information More Accountability**

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### **PERFORMANCE HIGHLIGHT**

#### **Content Sharing Meeting**

MRDI is going to conduct an assessment of web-based proactive disclosure of information by Ministries/Divisions. Methodology for the assessment has been drafted by a team led by former Information Commissioner and a meeting was organized to present the draft. The draft methodology was presented before officials and experts of the a2i, representative of Information Commission and other experts. Discussion by experts followed the presentation. Participants appreciated the initiative of such assessment and suggested some recommendations for the methodology. The a2i programme of the ICT Division assured MRDI to extend support to complete the assessment on time.

After incorporating the recommendations of the experts, assessment methodology was sent to Information Commission and got approval. The methodology has been shared with the ICT Division of the Ministry of Posts, Telecommunications and Information Technology.



## RESEARCH

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### Improving Qualitative Journalism in Bangladesh

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#### PERFORMANCE HIGHLIGHT

##### Report Launch and Discussion:

##### The Future of Media Viability in Bangladesh

The project has launched the report on media viability study, first of its kind to find the state of the media economy in Bangladesh. The study report titled "Leadership or Stagnation: The Future of Media Viability in Bangladesh" analyzes media sustainability challenges and offers potential recommendations for changes for policy and newsroom practices.

Ross Settles, lead researcher of the study shared key findings of the study over an online programme, which was followed by discussions from editors, academics, media development experts, and senior newsroom managers.

The report analyzes media sustainability challenges and offers potential recommendations for changes for policy and newsroom practices. Top newsmen, media activists, and academics agreed that while a robust economy and prudent financial regulations could improve media viability in Bangladesh, the political environment can provide oxygen to vibrant journalism.

Editors and newsroom leaders attending the discussion agreed that the media industry needed a commercially viable business model and would have to look into subscription-based models, especially for television, and rid its dependence on the advertisement. Several discussants said that besides commercial viability, the political environment would have a large part in infusing dynamism and vibrance in Bangladesh's media scene.

##### Meeting on Designing Media Content Analysis Tools and Setting Indicators

Under the project, MRDI is conducting research on media and gender. The core objective of the study is to formulate a set of guidelines for both print and broadcast media of Bangladesh. Before conducting media content analysis, MRDI arranged a discussion on designing media content analysis tools and setting indicators.

A half-day discussion was held, through the zoom meeting room. MRDI invited experts from several areas of the society so that chances of lacking decreases and increases the possibility to get various viewpoints on designing media content analysis tools and setting indicators. A total of 11 experts joined the discussion including University Professors, Senior Executives of NGOs, Writer, and Researcher, Editor-in-Chief & Chief News Editor of electronic media, Senior Police officer and Senior Sub-editor of a national daily among them 7 were female.

Principal Investigator of the study, presented the key points of the research and sought suggestions from the experts of the discussion.

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## Better Governance for Better Services

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### PERFORMANCE HIGHLIGHT

#### Youth Perception Survey on RTI

From the independence to emergence as a tiger economy - youth has been the major force behind every notable social, political and economic achievement in Bangladesh. The country is enjoying a unique demographic dividend, meaning the population has more youths and working people to produce goods and services for the economy. This dividend can be utilized to its full potential, only when the youth have the opportunity to contribute.

This survey looks at the concerns of the youth that they think affect their potential as a person, as a social being and as a citizen of a nation. It also explores the role of information in addressing the concerns of the youth and offers some solutions from the recommendations of the youth and experts who work in this field.

It is also observed that the youth have interests in having information on job opportunities, related qualifications and application process; expenditure of funds in development projects to see if there is any irregularity or corruption; and sources of fund and management of budgets. They also want to make the authority accountable by asking about the reasons of problems in public services delivery, why they are not taking any action, and how long it may take to resolve it. And they listed more than 40 offices which they think are relevant considering their personal or community level concerns.

300 copies of report have been published and 230 copies distributed.

*Report is available at*

[https://mrdibd.org/wp-content/uploads/2021/04/Survey\\_Report\\_2020.pdf](https://mrdibd.org/wp-content/uploads/2021/04/Survey_Report_2020.pdf)

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## Increasing the Effective use of the Right to Information Law by Media and Civil Society

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### PERFORMANCE HIGHLIGHT

#### Open Data Survey

Aspiring data journalists often believe that there is not enough data available in their country for data journalism to be viable. This is almost never the case. MRDI conducted an open data assessment to determine what data sets are available from local and international sources.

The findings for the supply side actors mostly concern the provision and availability of open data. Open data is connected with the vision of "Digital Bangladesh", and according to a2i, it has implications for the Bangladesh's E-Government Development Index. The Open Government Data (OGD) initiative of Bangladesh sought to increase the availability of public sector data through the development of an open data portal, among many others.



The majority of the demand side actors have reported that the lack of time owing to demands from media houses make it difficult for them to engage in data journalism. But in spite of that, media houses are generally supportive in the case of pursuing data journalism. The demand side actors, especially journalists, are not well acquainted with the definition of data journalism

*Report is available at*

[https://mrdibd.org/wp-content/uploads/2021/07/Open\\_Data\\_Country\\_Report\\_Bangladesh.pdf](https://mrdibd.org/wp-content/uploads/2021/07/Open_Data_Country_Report_Bangladesh.pdf)

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## Promoting News Literacy and Ethical Journalism

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### PERFORMANCE HIGHLIGHT

#### National News Literacy Survey

To identify the present situation of news literacy among the population of Bangladesh MRDI conducted national news literacy survey. Apart from this, the study wants to set the benchmark against future initiatives or interventions to develop the news literacy level in the country.

The survey identified a significant number of people (17.76%) do not use any kind of news media in Bangladesh. The number of female non-users (61.3%) of the news media is higher than male non-users (38.7%). Television is the main source of news in Bangladesh. Of the 1209 subjects, 905 (75%) have mentioned that they are dependent on television for getting news. As a main source of news, female respondents use television more than male respondents. The younger generation is more inclined to online news. However, the rural people do not access online news that much. Most participants said they do not straight away believe whatever pops up in social media and look for who commented what on a social media post to verify a post.

*Report is available at*

<https://mrdibd.org/wp-content/uploads/2021/07/News-Literacy-in-Bangladesh-National-Survey.pdf>



## CSR INTERVENTION

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### Financial Literacy

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#### PERFORMANCE HIGHLIGHT

The HSBC-MRDI partnership initiated a six-month project 'Financial Literacy' for the school students in partnership with the a2i programme of the ICT ministry to develop capacity of and create a positive mindset on savings among young learners. The project also planned to produce three episodes of radio programme in partnership with Bangladesh Betar keeping the young listeners as audience in mind. During the reporting period both the government agencies agreed on the partnership and content of an online course on financial literacy has been developed.

The online course and the radio programme will benefit the young learners and listeners to acquire knowledge on income and expenditure planning, institutional savings and investment. It will facilitate them to prepare their own financial plan through which they will be able to fulfil their dream.

The online course will be placed at Muktopaath, the online learning platform of a2i.

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### Livelihood Programme for the Women and Health Clinic for the Community

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#### PERFORMANCE HIGHLIGHT

Char Patila is a village of Char Kukri Mukri, a remote off-shore island in the district of Bhola. This is the remotest of remote, where people are poorest of the poor struggling with natural calamities throughout the year. To help the community people come out of this terrible situation, Mutual Trust Bank Limited (MTB) under its CSR programme, extended support and have been working in the village for a decade in a holistic approach of bringing a positive change in life and livelihood of the villagers.

The MTB-MRDI partnership established a health care center from which villagers of Char Patila are getting primary health care services and medicines at MRP rate. Two trained paramedics are providing the support and referring to upazila health complex when necessary.

## OPPORTUNITIES AND CHALLENGES

Like other years, MRDI faced barriers and challenges in implementing its programmes and activities which it had to overcome applying innovative and adaptive management approach. Opportunities were also there that were utilized to the optimum level to reach the organization's desired goal. It also happened that new learning took place while mitigating a challenge and that created a new opportunity for the organization.

MRDI successfully applied its efforts and techniques to overcome the global challenge created by the Covid 19 pandemic in implementing its activities in an approach compatible with the changed situation. Still the huge task of developing strategic plan by reviewing the organization was really challenging, because lots of interactions, interviews, meetings had to be done virtually. The consultant, however, made it all happen with his expertise and innovations.

With its new strategic plan in place, MRDI is now at the doorstep of shifting to a new paradigm. The new shape of the organization in terms of its programme and staff structure has developed a mixed feeling of hopes and worries among staff members. Hope - that they are going to be a part of change that will fulfil the long-cherished aspiration of turning into a sustainable institution. Worry - whether they will be able to cope with the new structure and contribute to the desired changes at the level of expectation.

The new strategic plan narrows down the focus of work, limiting within media development and right to information. The challenge is that it confines MRDI's work within two specific fields. On the other hand, it creates opportunity and motivation to earn excellence in these defined areas in order to reach the organization's stated mission and contribute to attainment of its vision.

Donors have their own mandates and governance compliances. Matching those with the governance system of the implementation becomes challenging at times. MRDI faced such challenge in the Covid situation when a sudden instruction came to implement some activities within a very short time.

Resignation of the Head of Program was a significant event this year. His absence exposed the gap between top and mid-level management.



## DISCLOSURE OF DECISIONS BY THE BOARD

The board appointed Md. Shahid Hossain, Advisor, Planning & development as the CAMLCO of MRDI anti-money laundering committee

The board re-constituted MRDI's procurement committee with the following members.

- Md. Shahid Hossain, Advisor, Planning & Development
- Sk. Shaniaz Ahmed, Deputy Manager, Accounts
- Aktarun Naher, Deputy Manager, Programme
- Samsun Nahar, Deputy Manager, Finance
- Sarwat Tarnnum Nadia, Senior Programme Officer

Upon desire of the Chairman to discontinue on the ground of his time constraint due to taking a greater responsibility of the Editor of a national daily, the house unanimously agreed to give responsibility to Farid Hossain as the Acting Chairman with effect from 03 May 2021 until the next AGM.

The board revised the Group-B bank signatory panel comprising Advisor Planning & Development and Deputy Manager, Finance, Samsun Nahar.

Howladar Yunus & Co. (HYC) was appointed external auditors for conducting the audit of MRDI consolidated financial statements for 2020-2021 along with MRDI staff contributory provident fund.

## RTI HELP DESK

MRDI's RTI help desk is continuing its assistance to information seekers and providers using the RTI Act. The desk operates a hot line to support individuals and organizations in all steps of application, appeal, and complaint which includes providing forms, writing and posting the application, identifying authorities and explaining various clauses of the Act.

The desk facilitates journalists dig out information for investigate reporting and also assists CSO's help their beneficiaries to go through the process of seeking information. Youth engagement in RTI has also increased. More than 269 supports were provided thorough RTI Helpdesk number and email in last year which includes 217 applications and 49 appeal.

The desk also supports government and NGO officials in taking the RTI online training course.

## IJ HELPDESK



In addition to providing support to journalists in the forms of investigative journalism partnership, training and mentorship programme and advocacy among the newsroom managers, MRDI operates an investigative Journalism helpdesk. The desk provides tips, resources and mentoring support to the investigative ideas of the reporters who come to the desk physically or contact over phone or email to get the support.

After the success of previous year, IJ Helpdesk focused more on quality of story. The desk provided with necessary support to more than 200 individual stories and investigative shows. 32 investigative stories produced with IJ helpdesk assistance were broadcast, 21 went on to be widely discussed and prompted action from the authorities.

One such report was titled 'Methanol in hand sanitizer' by Ekattor TV, produced with helpdesk assistance where Parvez Nadir Reza showed during his two-month investigation that a reputed company was in fact using methanol in their hand sanitizer. This was a tricky assignment and the helpdesk assistance included advice on the process of the investigation, how to collect samples of the hand sanitizer, how to prove that it was adulterated and how to hold company to account.

Law enforcers raided the company's warehouse after the report had gone on air. In fact, this report won a special award on Coronavirus related investigations given by the international corruption watchdog Transparency International.

The 'Jannati Palace' is an example of how a small idea could be turned into major story by the support of IJ helpdesk. The Channel 24 story about money laundering to Canada came out of an attempt to investigate irregularities and corruption of an MP. With IJ Helpdesk assistance the investigators went into a collaboration with Canadian journalists to collect information and data from there. This investigation was also discussed widely. Investigative journalist Abdullah Al Imran's two reports on leaked questions papers for medical school admission tests helped identify the gang behind it. The police were able to arrest the entire ring. There have been several such reports that shed light on problems and injustices and provided solutions to them as well.

Channel 24's young investigative reporter Asif Jahangir worked on five major projects with helpdesk assistance and all of them made their mark as commendable investigations. The helpdesk also introduced a new assistance of funds in order to improve the quality of investigations further. Asif said he would not think of approaching certain investigations just because of the expenses. "But the helpdesk's assistance in both kind and cash is encouraging enough to embark on ambitious assignments." Parvez Reza also said that such assistance would only help grow a report into a major investigation and help plug the holes or weaknesses that remained in the stories for lack of funds.

## Contributions to Other Organizations This Year

Provide salary and benefits of two personnel to coordinate and facilitate in implementing activities of three somites at Sundarbans and one in Basatpur, Jashore.

## List of Policy Documents

1. Financial and Administrative Policy containing
  - Human Resource (HR) Policy
  - Procurement Policy
  - Fixed Assets Management Policy
  - Bank & cash management policy
  - Travel policy
  - Anti- corruption policy
  - Conflict of interest policy
2. Information Disclosure Policy
3. Gender Policy

## MRDI Board of Directors

(As of 30 June 2021)

Name	Position	Profession
Farid Hossain	Acting Chairman	Journalism
Hasibur Rahman	Executive	Director Private Service
Rokia Afzal Rahman	Director	Entrepreneurship
Md. Nazrul Islam	Director	Former Sectary, Coordination & Reforms, Cabinet Division; Former permanent member, National Human Rights Commission
Inam Ahmed	Director	Journalism
Sakiul Millat Morshed	Director	Private Service
M. Emamul Haque	Director	Private Service
Syed Ishtiaque Reza	Director	Journalism
Kajol Sen Gupta	Director	Private Service

### MRDI Adviser

**Md. Shahid Hossain**  
Adviser, Planning and Development

### Advisory Staff

**Rashid Naim**  
Coordinator, Programme Development



# CORE STAFFS

Name & Designation	Responsibilities
1. <b>Miraj Ahmed Chowdhury</b> Head of Programme and Communications	Responsible for overall project and programmes of the organization; supervising programme in implementing project activities; developing news ideas and concepts as per need of the organization; represent the organization in different forum and maintain liaison with donors and other stakeholders.
2. <b>Md. Badruddoza</b> Head of Capacity Building & Head of Investigative Journalism Helpdesk	Responsible for implementation and oversee of capacity building programmes complying with the policies and practice of organization and regulations of the donor organization; developing news ideas and concepts as per need of the organization; represent the organization in different forum and maintain liaison with donors and other stakeholders and support media houses and journalists to improve their journalism skills through IJ Helpdesk.
3. <b>Abdul Gofur</b> Manager Finance	Responsible for preparation of capital and revenue budget; financial analysis of the organization; budgetary control; analyzing the cash/fund flow and investment opportunity; monitoring accounts department and their works; organize external audits and any other duties assigned by the Executive Director.
4. <b>Sk. Shaniaz Ahmed</b> Deputy Manager, Accounts	Deputed as accounts coordinator in the project 'Better Governance for Better Services' and 'More Information More Accountability'. Responsible for maintaining accounts of all expenditures of the project activity and bank account of the project. Preparing financial reports according to the format and time frame; facilitating programme team regarding the financial transaction of the programs; taking care of project administrative work relevant to finance; maintaining liaison with donor.
5. <b>Aktarun Naher</b> Deputy Manager Programme	Deputed as programme coordinator in the project, 'Better Governance for Better Services', ITP programme under the project 'Improving Qualitative Journalism in Bangladesh Phase-II' and as training coordinator in the project 'Increasing the Effective use of the Right to Information Law by Media and Civil Society'. Responsible for successful implementation of project activities.  She is responsible to coordinate and supervise the overall programme related activities of the organization in consultation with the supervisor, maintain effective communication with the donor/s, NGO affairs bureau and others as determined by MRDI management.
6. <b>Md. Mominul Islam</b> Deputy Manager, Finance	Deputed as finance officer in the project 'Promoting News Literacy and Ethical Journalism (Phase II)', 'Improved Governance through open flow of Information' and 'Journalism Skills in Media and Academia'. Responsible to prepare required financial report and statements for financial analysis; prepare budget as per requirement; perform duties and responsibilities assigned by the supervisor.

Name & Designation	Responsibilities
7. Samsun Nahar Deputy Manager, Finance	Deputed as finance officer in the project 'Improving Qualitative Journalism in Bangladesh Phase-II'. Responsible to prepare required financial report and statements for financial analysis; prepare budget as per requirement; perform duties and responsibilities assigned by the supervisor.
8. Roksana Yasmin Senior Programme Officer	Deputed as Training and Documentation officer in the project, 'Better Governance and Better Services'. Responsible to facilitate programme coordinator for successful implementation of project activities.
9. Sarwat Tarannum Nadia Senior Programme Officer	Deputed as training coordinator in the project 'Improved Governance through open flow of Information'. Responsible to facilitate programme coordinator for successful implementation of project activities.
10. Md. Tarik Hasan Al Mahamud Senior Programme Officer	Responsible for handling all IT needs of the organization; responsible to maintain website and the server of MRDI; coordinate and supervise with all the vendors and suppliers related to IT.
11. Naila Fahmin Rasha Programme Officer	Deputed as RTI helpdesk Officer in the projects, 'Better Governance and Better Services' and 'Improving Qualitative Journalism in Bangladesh Phase II'. Responsible for run the RTI help-desk of MRDI.
12. Mohua Alam Snigdha Programme Officer	Deputed as programme officer in the projects, 'Increasing the Effective use of the Right to Information Law by Media and Civil Society' and 'Journalism Skills in Media and Academia'. Responsible to facilitate programme coordinator for successful implementation of project activities.
13. Minhaz Sheikh, Office Junior	Providing support services as per requirement.
14. Hamida Begum, Office Junior	Providing support services as per requirement.
15. Mohammad Siraj Gardener	Responsible for gardening and natural beautification of MRDI

## PROJECT STAFFS

Name & Designation	Responsibilities
1. Qurratul Ain Tahmina Principal Investigator	Deputed as a Principal Investigator of the global mapping study - Gender equality in media regulation and a Gender baseline survey in Bangladeshi media along with developing a set of gender guidelines under the project 'Improving Qualitative Journalism in Bangladesh Phase-II'.
2. Tanim Ahmed Project Manager	Deputed as a programme manager in the project 'Improving Qualitative Journalism in Bangladesh Phase-II'.
3. A K M Sanaul Haq Manager, Implementation	Responsible for the implementation of the project; organize trainings, roundtables and other activities as per project plans; ensure project delivers expected outputs and outcomes, in line with the budget and activity plan; supervise program staff by providing direction, input and feedback and represent the organization in different forum and maintain liaison with donors and other stakeholders

Name & Designation	Responsibilities
4. <b>Selim Bashar</b> Project Coordinator	Deputed as programme coordinator in the project, 'Improving Qualitative Journalism in Bangladesh-Phase II' projects. Responsible for successful implementation of project activities.
5. <b>Shabiha Sultana</b> Programme Coordinator	Deputed as programme coordinator in the project, 'Journalism Skills in Media and Academia'. Responsible for successful implementation of project activities.
6. <b>Md Razu Ahmad Masum</b> Programme Coordinator	Deputed as programme coordinator in the project, 'Journalism Skills in Media and Academia'. Responsible for successful implementation of project activities.
7. <b>Modina Jahan Rime</b> Session Monitoring Officer & Training and Documentation Officer	Deputed as session monitoring officer in the project, 'Promoting News Literacy and Ethical Journalism (Phase II)' and Training and Documentation officer in the project, 'Better Governance and Better Services'. Responsible to facilitate programme coordinator for successful implementation of project activities.
8. <b>Partho Protim Das</b> Sub-Editor GIJN	Deputed as Sub-Editor GIJN in the project, 'Improving Qualitative Journalism in Bangladesh-Phase II' projects. Responsible to facilitate GIJN editor to run the GIJN facebook page.
9. <b>Umme Rayhana</b> Coordinator Gender Study	Deputed as a project coordinator of the global mapping study - Gender equality in media regulation and a Gender baseline survey in Bangladeshi media along with developing a set of gender guidelines under the project 'Improving Qualitative Journalism in Bangladesh Phase-II'.
10. <b>Afra Nawmi</b> Programme Officer	Deputed as programme officer in the project, 'More Information More Accountability' projects. Responsible to facilitate team leader for successful implementation of project activities.
11. <b>Farzana Afrin</b> Media Monitoring Officer	Deputed as a media monitoring officer of the global mapping study - Gender equality in media regulation and a Gender baseline survey in Bangladeshi media along with developing a set of gender guidelines under the project 'Improving Qualitative Journalism in Bangladesh Phase-II'.
12. <b>Murshida Khatun</b> Media Monitoring Officer	Deputed as a media monitoring officer of the global mapping study - Gender equality in media regulation and a Gender baseline survey in Bangladeshi media along with developing a set of gender guidelines under the project 'Improving Qualitative Journalism in Bangladesh Phase-II'.



**Designated Information Officer under RTIA**

Name : Aktarun Naher  
 Designation : Deputy Manager, Programme  
 Tel : +88 02 48117412, 48120879, Ext-102  
 E-mail : aktarun.naher@mrdbd.org

**Alternative Designated Information Officer under RTIA**

Name : Naila Fahmin Rasha  
 Designation : Programme Officer  
 Tel : +88 02 48117412, 48120879  
 E-mail : fahmin.rasha@mrdbd.org

**Appellate authority under RTIA**

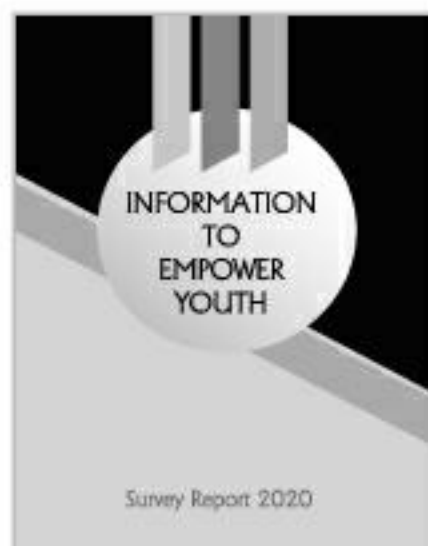
Name : Hasibur Rahman  
 Designation : Executive Director  
 Tel : +88 02 48117412, 48120879  
 E-mail : hasibur.rahman@mrdbd.org

## PUBLICATIONS IN THE YEAR

### Leadership or Stagnation

#### The Future of Media Viability in Bangladesh

Bangladesh' news media industry faces two scenarios in general: Stagnation and Leadership. Stagnation is when the audience loses interest in news media and opts for digital platforms instead. Leadership, on the other hand is when keeping the large and evolving audience, the news media adapts itself in a healthy way. This report explores five factors ranging from audience to advertising in the news industry.



### Information to Empower Youth

MRDI conducted a survey to assess the knowledge of RTI Act among the youth, and their perception about its use to access information required to solve their individual problems and those of their country. This survey looks at the concerns of the youth that they think affect their potential as a person, as a social being and as a citizen of a nation. It also explores the role of information in addressing the concerns of the youth and offers some solutions from the recommendations of the youth and experts who work in this field.

## কীভাবে হবেন জনগণের কণ্ঠস্বর

(Investigative Journalism Manual in Bangla)

The Investigative Journalism Manual (IJM) is a project by Conrad-Ade-Navar Stiftung (KAS). Watchdog is designed to spread journalism around the world by KAS Media Program Asia, Singapore and in collaboration with KAS Media Program Southeast Europe, Sofia, Bulgaria. The manual is constantly updated, and at the same time attempts are being made to translate it into as many languages as possible.



## News literacy in Bangladesh

National Survey: Although media literacy is yet a new concept in Bangladesh, MRDI, with the help of UNICEF, has conducted research to assess the level of news literacy people have. News literacy is an important skill to have, because it not only makes a more critical news audience but on a broader scale, it may also work as a catalyst for change by providing correct information to readers.

## Offline version of RTI online training for NGO DOs

Offline version is the written form of RTI online training for NGO DOs. It contains the discussions of nine video sessions which reflect inaugural speeches and course introduction; history, acknowledgement and main purpose of RTI Act; application, appeal and complaint process; information preservation and pro-active disclosure of information; information not mandatory for disclosure; duties of NGO designated officer; preparation for official plans of NGO DOs and annexure. The online course has been developed under supervision of the Information Commission and placed in the website of the Information Commission, NGO Affairs Bureau and Department of Social Services.



## RTI Poster

Poster on the glimpses of RTI act and the process of filing RTI application including the hotline number of MRDI RTI Helpdesk. It has been produced under the SAGP programme of The Asia Foundation and acknowledged by the Information Commission Bangladesh.

## Annual Report 2019-20

As a compliance of proactive disclosure, MRDI published the Annual Report 2019-20 which is developed following the provision of the RTI Act, 2009.



## FINANCE AND ADMINISTRATION

MRDI practices a transparent financial management and a scientific and reliable accounting system. Committed and efficient finance team has been able to keep up the reputation with the support of the management. A strong internal control system is there in place. Policy documents like financial and administrative manual, HR policy, gender policy, information disclosure policy are now in place for its managerial operations. MRDI meticulously abides by the law of the land and regulations of the concerned regulatory authorities.

MRDI maintains required books of accounts and related records in accordance with the Bangladesh Accounting standard using the double entry Book keeping system. Software based accounting system has been introduced from the fiscal 2013-2014. Management and control of all funds, assets, procurement and expenditure are done through a very transparent and controlled system complying with the in-house policies, rules and regulations.

Separate books and documents are maintained for the individual and independent projects.

During the financial year 2020-2021 MRDI finance team maintained 12 separate sets of books of accounts. One set for transactions of the core organization and the other eleven sets for the individual projects.

The financial statements of MRDI reflect the true and fair view of the financial position and are free of material misstatement.

### **In 2020-2021 MRDI received fund from the following funding authorities/organizations:**

Fojo Media Institute	Tk. 42,540,444
The Asia Foundation (TAF IGTOFI)	9,890,127
The Asia Foundation (TAF JSMA)	4,832,373
The Asia Foundation (TAF MIMA)	3,776,062
Christain Aid	406,956
ManusherJonno Foundation	4,245,071
UNICEF	558,184
Internews	8,314,857
<b>Total</b>	<b>74,564,074</b>

MRDI meticulously follows the government policy and procedures as well as standards in all spheres of its programme and administration. In particular the income tax and VAT are deducted as per the income tax and VAT ordinance. MRDI has its own TAX identity and keeps updated regarding the submission of tax return.

During 2020-2021 MRDI deducted at source and deposited the following amounts of money in the government treasury:

<b>VAT</b>	Tk. 1,048,474
<b>Tax</b>	Tk. 3,126,135





# Grant Thornton

## Howlader Yunus & Co.

**Chartered Accountants**

Member firm of Grant Thornton International Ltd.

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Independent Auditors' Report  
On the Consolidated Financial Statements of  
Management and Resources Development (MRDI)  
For the year ended 30 June, 2021

Submitted by  
Howladar Yunus & Co.  
Chartered Accountants

28 October 2021

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- 3 Consolidated Statement of Comprehensive Income -  
Income and expenditure Account
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- 5 Notes to the Financial Statements
- 6 Annexures



**Independent Auditor's Report  
To the Board of Directors of  
Management and resources Development Initiative (MRDI)  
Report on the Audit of the Financial Statements**

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**Howlader Yunus & Co.**  
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**Opinion**

We have audited the consolidated Financial statements of the "Management and resources Development Initiative (MRDI)(the Company) which comprise the Consolidated Statement of Financial Position-Balance Sheet as at 30 June 2021 and Consolidated Statement of Comprehensive Income - Income and expenditure Account and Consolidated Statement of Receipts and Payments for the year then ended and notes to the financial statements including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give true and fair view of the financial position of the company as at 30 June 2021, and of its financial performance and its cash flows/Consolidated Statement of Receipts and Payments for the year then ended in accordance with International Financial and Reporting Standards (IFRSs).

**Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code and the Institute of Chartered Accountants of Bangladesh (ICAB) Bye Laws. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with International Financial Reporting Standards (IFRSs) and other applicable laws and regulations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



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Chartered Accountants

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In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company's to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Report on other Legal and Regulatory Requirements**

In accordance with the Companies Act 1994, we also report the following:

- a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made do verification thereof;
- b) in our opinion, proper books of accounts as required by law have been kept by the Company so far as it appeared from our examination of these books;
- c) the statements of financial position and statement of comprehensive income dealt with by the report are in agreement with the books of accounts and returns; and



Muhammad Farooq FCA, Managing Partner, Enrolment No. 0521  
Howladar Yunus & Co., Chartered Accountants  
Registration No.: N/A

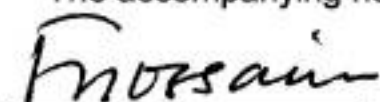
Date: Dhaka, 28 October 2021  
DVC No.: 2110310521AS109528

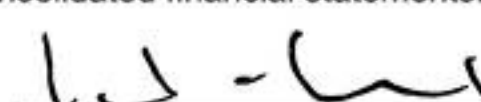


**Management and Resources Development Initiative (MRDI)**  
**Consolidated Statement of Financial Position-Balance Sheet**  
As at 30 June 2021

		As at 30 June	
	Notes	2021 BDT	2020 BDT
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and equipment	3	5,106,681	3,110,682
Right-of-use asset	4	2,547,119	3,396,159
<b>Total non-current assets</b>		<b>7,653,800</b>	<b>6,506,841</b>
<b>Current assets</b>			
Cash and cash equivalents	5	22,222,749	4,346,990
Investment in Fixed Deposit Receipts (FDR)	6	1,226,975	2,812,602
Advance and prepayments	7	1,696,643	1,856,748
Stock of RTI books & Gaon Swapna products	8	414,139	445,607
Deferred expenditure	9	-	688,275
Reimbursable cost from projects		43,281	123,094
Other receivables-PF forfeiture account		29,810	29,485
<b>Total current assets</b>		<b>25,633,597</b>	<b>10,302,801</b>
<b>Total assets</b>		<b>33,287,397</b>	<b>16,809,642</b>
<b>FUND AND LIABILITIES</b>			
<b>Fund</b>			
Unutilized project fund	10	21,559,536	5,195,536
Capital fund	11	281,793	863,312
Gaon Swapna fund	12	1,928,878	1,916,411
Project fixed assets fund	13	4,789,973	2,491,577
<b>Total fund</b>		<b>28,560,180</b>	<b>10,466,836</b>
<b>Non-current liability</b>			
Lease liability	4	1,928,944	2,771,197
<b>Total non-current liability</b>		<b>1,928,944</b>	<b>2,771,197</b>
<b>Current liabilities</b>			
Outstanding liabilities	14	1,556,020	2,151,590
Loan from Executive Director	15	400,000	650,000
Lease liability	4	842,253	770,019
<b>Total current liabilities</b>		<b>2,798,273</b>	<b>3,571,609</b>
<b>Total fund and liabilities</b>		<b>33,287,397</b>	<b>16,809,642</b>

The accompanying notes (1 to 29) and annexures form an integral part of these consolidated financial statements.

  
Chairman

  
Executive Director

As per our annexed report of same date

  
**Muhammad Farooq FCA**  
Managing Partner, Enrolment No. 0521  
Howladar Yunus & Co., Chartered Accountants  
Firm Registration No.: N/A

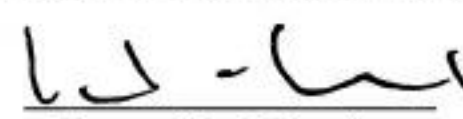
**Dated, Dhaka: 28 October 2021**  
DVC No.: 2110310521AS109528

**Management and Resources Development Initiative (MRDI)**  
**Consolidated Statement of Comprehensive Income - Income and Expenditure Account**  
For the year ended 30 June 2021

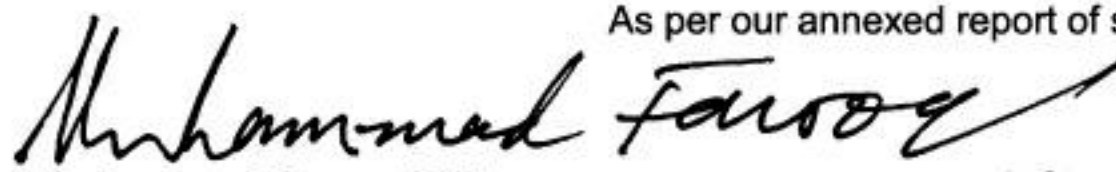
		For the year ended 30 June	
	Notes	2021 BDT	2020 BDT
<b>Income</b>			
Grant income	16	55,909,237	48,106,606
Interest on bank deposits	17	2,182	21,333
Reimbursement of cost against facilities & achieving		1,153,000	-
Other income including forfeited PF balances		550	56,627
		<b>57,064,969</b>	<b>48,184,566</b>
<b>Expenditure</b>			
Programme cost	18	22,059,569	22,350,060
Salary and benefits	19	27,913,356	22,631,708
Office rent	20	2,635,477	2,305,477
Professional and audit fees	21	789,000	592,960
Transportation and conveyance	22	536,226	583,684
Utility and office maintenance	23	794,414	456,419
Phone, fax, internet, postage & others	24	369,685	315,492
Printing and stationery	25	189,214	120,327
Depreciation on Fixed Assets and ROU	26	1,130,949	1,270,300
Advertisement expenses		79,225	-
Donation and assistance		-	350,000
Bank charges		91,903	70,051
Newspaper & periodicals	27	192,902	104,630
Facility charges		565,600	-
Interest expense on lease liability	4	287,460	353,497
Provision for Income Tax		7,331	-
Loss on disposal of assets		20,493	-
Staff Group Health Insurance Premium		85,456	71,386
		<b>57,748,260</b>	<b>51,575,991</b>
<b>Excess/(Short) of income over expenditure</b>		<b>(683,291)</b>	<b>(3,391,425)</b>
		<b>57,064,969</b>	<b>48,184,566</b>

The accompanying notes (1 to 29) and annexures form an integral part of these consolidated financial statements.

  
Chairman

  
Executive Director

As per our annexed report of same date

  
**Muhammad Farooq FCA**  
Managing Partner, Enrolment No. 0521  
Howladar Yunus & Co., Chartered Accountants  
Firm Registration No.: N/A

**Dated, Dhaka: 28 October 2021**  
DVC No.: 2110310521AS109528

**Management and Resources Development Initiative (MRDI)**  
**Consolidated Statement of Receipts and Payments**  
For the year ended 30 June 2021

		For the year ended 30 June	
	Notes	2021 BDT	2020 BDT
<b>Opening balance</b>			
Cash in hand	5.1	23,834	27,514
Cash at bank	5.2	4,323,156	9,297,612
		<b>4,346,990</b>	<b>9,325,126</b>
<b>Receipts</b>			
Donor fund received	10.1	74,564,074	44,420,782
Encashment of FDR		1,603,061	2,003,770
Receipts against receivables from donor		-	575,890
Realization of advance and prepayments		653,509	299,310
Deferred Expenditure from International travel		688,275	-
Interest on project bank account		185,131	270,977
Loan from Executive Director		-	250,000
Reimbursement of cost from project		1,153,000	222,270
Capital Fund ( Closing from Project Bank account)		57,592	-
Sale of Gaon Swapna products		72,819	89,251
Reimbursement of cost against MRDI writing pad, folder & booklets		10,000	53,800
Interest on MRDI bank account		2,182	21,333
Sale of old newspaper		550	27,142
Pervious years adjustment Account		5,200	9,000
Directors entry fee and subscription		4,500	5,100
Received against reimbursable cost from project		72,612	-
		<b>79,072,505</b>	<b>48,248,625</b>
<b>Total receipts</b>		<b>83,419,495</b>	<b>57,573,751</b>
<b>Payments</b>			
Programme cost	18	22,019,569	21,255,060
Salary and benefits	19	27,037,958	22,454,860
Office rent	20	2,635,477	2,125,477
Professional and audit fees	21	459,000	202,980
Transportation and conveyance	22	536,226	583,684
Utility and office maintenance	23	760,824	431,037
Phone, fax, internet & postage	24	369,685	288,922
Printing and stationery	25	181,949	116,850
Facility Charges		565,600	-
Purchase of fixed assets		2,298,396	1,682,718
Deferred expenditure for International Travel	9	-	688,275
Payment of outstanding liabilities		1,857,479	1,097,727
Donation and assistance		-	350,000
Advance and prepayments		853,404	479,126
Newspaper & periodicals	27	177,312	85,790
Gaon Swapna operational expenses		59,298	84,520
Investment in FDR		61,774	84,318
Staff Group Health Insurance Premium		85,456	71,386
Bank charges		94,043	70,051
Reimbursable Cost from Projects		-	16,500
Advertisement expenses		79,225	-
Repayment of loan to Executive Director		250,000	-
Lease payment	28	697,478	1,057,480
Training Centre Repairing (Basatpur)		51,800	-
Closing of Completed Project Bank Account		64,792	-
<b>Total payments</b>		<b>61,196,745</b>	<b>53,226,761</b>





**Closing balance**

Cash in hand	5.1	18,453	23,834
Cash at bank	5.2	22,204,296	4,323,156
		<b>22,222,749</b>	<b>4,346,990</b>
		<b>83,419,495</b>	<b>57,573,751</b>

The accompanying notes (1 to 29) and annexures form an integral part of these consolidated financial statements.

  
Chairman

  
Executive Director

As per our annexed report of same date



**Muhammad Farooq FCA**  
Managing Partner, Enrolment No. 0521  
Howladar Yunus & Co., Chartered Accountants  
Firm Registration No.: N/A

**Dated, Dhaka: 28 October 2021**  
DVC No.: 2110310521AS109528

**Management and Resources Development Initiative (MRDI)**  
**Notes to the Consolidated Financial Statements**  
For the year ended 30 June 2021

**1.0 Background**

**1.1 Legal form of the organization**

Management and Resources Development Initiative (MRDI) is a multidisciplinary, Not for Profit, Non-Government Organization engaged to a wide spectrum of social development activities and seeks to render services to national and international organizations, both in the public and the private sector. MRDI is registered with the office of the Registrar of the Joint Stock Companies and Firms, Government of the People's Republic of Bangladesh under Section 28 of the Companies Act 1994 having incorporation # C-544 (57)/2003 dated 13 May 2003 as a Company limited by guarantee. It is also registered with the NGO affairs Bureau having registration # 1962 dated 21 September 2004 under the Foreign Donations Regulation Ordinance 1978 which was renewed on 24 July 2019 for a period of 10 years up to 20 September 2029.

The registered office of the organization was 2/8 Sir Syed Road (Ground floor), Block-A, Mohammadpur, Dhaka-1207. Currently the organization is shifted to 8/19 Sir Syed Road (3rd floor), Block-A, Mohammadpur, Dhaka-1207.

**1.2 Objectives of the organization**

To endeavour for developing the standards of media, skills and ethics of media professions, physical and mental health and well-being of the people and empowerment of women, adolescents, children, minority and other marginalized sections of the population.

**2.0 Significant accounting policies**

**2.1 Statement of compliance**

The consolidated financial statements have been prepared and presented in accordance with:

a) International Financial Reporting Standards (IFRS) and International Accounting Standards (IASs).

b) Other relevant laws and regulations applicable in Bangladesh

**Authorization for issue**

The consolidated financial statements were authorized for issue by the Board of Directors of the company on 28 October 2021

**2.2 Consolidation of Financial Statements**

MRDI maintains its books of account project wise and consolidated financial statements are prepared by adding each accounting head of individual project's financial statements. The projects include:



Sl.	Name of project	Funded by
1	Improving Qualitative Journalism in Bangladesh	Fojo Media Institute, Lineaus University,
2	Improved Governance Through Open Flow of Information	The Asia Foundation
3	Increasing the effective use of the Right to Information Law by media and civil society	Internews, Thailand
4	Capable Media for Strong Democracy	British High Commission, Bangladesh
5	Promoting News Literacy and Ethical Journalism	UNICEF Bangladesh
6	Advancing Women's Right of Access to Information in Bangladesh	Manusher Jonno Foundation
7	Better Governance for Better Services	Manusher Jonno Foundation
8	Livelihood Programme for the Women and Health Clinic for the Community	Mutual Trust Bank Ltd.
9	Educational Support for Poor Students	The City Bank Ltd.
10	Understanding Finance for the Youth and Garment Workers	HSBC Bangladesh
11	MRDI CSR Intervention	Bank Al Falah Ltd.
12	Gaon Swapna	The City Bank Ltd., HSBC Bangladesh

### 2.3 Basis of accounting

The consolidated financial statements have been prepared applying accrual basis of accounting on going concern basis.

### 2.4 Property, plant and equipment

The cost of an item of property, plant and equipment is recognized as an asset if, it is probable that the future economic benefits associated with the item will flow to the organization and the cost of item can be measured reliably. Property, plant and equipment are stated at cost and accumulated depreciation is shown separately. Cost represents the cost of acquisition, purchase price and other directly attributable cost of bringing the assets to working conditions for its intended use.

### 2.5 Depreciation

Depreciation is charged on property, plant and equipment using straight line method. If assets are acquired during the first half of the year then full year depreciation is charged on assets. No depreciation is charged if the assets are acquired during the second half of the year and also in the year of disposal. Depreciation is charged at the following rates:

<b><u>Property, plant and equipment</u></b>	<b><u>Rate</u></b>
Furniture and fixtures	20%
Computer, printer & multimedia	33%
Office equipment	30%
Vehicle	25%
Other assets	20%





## **2.6 Related party transaction**

As per IAS 24 "Related Party Disclosures", a related party is a person or entity that is related to the entity that is preparing its financial statements. Related party transaction is a transfer of resources, services, or obligations between a reporting entity and a related party, regardless of whether a price is charged as per IAS 24. In case of MRDI, related parties include the directors, key management personnel, associates, companies under common directorship etc. as per IAS 24 "Related Party Disclosures". All transactions involving related parties arising in the normal course of business are conducted at arm's length at normal commercial rates on the same terms and conditions as third party transactions using valuation modes as admissible.

## **2.7 Cash and cash equivalents**

Cash and cash equivalents for the purpose of the receipts and payments comprise of cash and bank balance. Cash and bank balance includes donations received through donor grants which are available for the use of organization without restrictions.

## **2.8 Investment**

Investments are accounted for at cost. No provisions were made in respect of impairment of such Investment. Interest earned on investment in Fixed Deposit Receipts (FDR) before maturity date is recognized as income on accrual basis. When FDR reached in maturity date, Investment in FDRs debited and receivable interest is credited. **Details are given in Annex-C.**

## **2.9 Taxation**

In accordance with the provisions of Income Tax Ordinance 1984, all NGOs working in Bangladesh are assessable entities and submission of Income Tax return is mandatory whether the income of any NGO for any year is taxable or not is decided only after regular assessment to be made by the assessing authority. MRDI considers itself an association of persons and submits its income tax return under section-82BB of Income Tax Ordinance 1984.

## **2.10 Provision for liabilities**

Provision and accrued expenses are recognized in the consolidated financial statements when the organization has a present obligation resulting from past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made.

## **2.11 Foreign currency transactions**

MRDI maintains its books of account in Bangladeshi Taka. Transactions in foreign currencies are accounted for in Bangladeshi Taka at the rate of exchange ruling on the date of transactions.

## **2.12 Grant income**

International Accounting Standard IAS-20 "Accounting for Government Grants and Disclosure of Government Assistance" has been followed for recognizing the grant income. As per IAS-20 grant received is initially recorded as liability. Grant amount used for project expenses has been recognized as income to the extent of expenses incurred.



### 2.13 Capital fund

Management and Resources Development Initiative (MRDI) is registered with the office of the Registrar of Joint Stock Companies and Firms, Government of the People's Republic of Bangladesh under Section 28 of the Companies Act 1994 as a company limited by guarantee and without capital. MRDI receives grants/donation from national and international funding agencies based on agreement signed between them. The capital fund represents excess of income over expenditures.

### 2.14 Gaon Swapna fund

MRDI has created this fund from the completed projects "Livelihood Programme for Women" implemented for the poor and marginalized women in Basatpur, Jessore and Bonlaodob, Kailashgonj & Dhangmari in the Sundarbans. This fund is meant for the capacity building of the beneficiaries of the projects for betterment of their life and livelihoods. The beneficiaries of the four areas formed four Samities under District Women and Children Affairs Office under the Ministry of Women and Children Affairs. Through Gaon Swapna, MRDI is aiming to showcase and sell the hand made products of the Samities to the people living at urban area and abroad. The objective of Gaon Swapna fund is to generate income for the disadvantaged women under a common brand. The fund is operated following the policy of MRDI. To ensure the transparency of the fund operation, a separate set of books of account along with a separate bank account have been maintained.

### 2.15 Consolidation

MRDI's consolidated financial statements have been prepared based on the following principles:

- a) Total project cost has been segregated considering the nature of expenditure and booked under the related head of consolidated financial statements.
- b) Mutual debts has been adjusted during the consolidation.
- c) Balance of fund against unimplemented activities has been shown under unutilized fund.

### 2.16 IFRS 16 Leases

At inception of a contract, the company assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange of consideration. To assess whether a contract conveys the right to control the use of an identified asset, the company uses the definition of a lease in IFRS 16. This policy is applied to contracts entered into (or changed) on or after 1 January 2019. The company recognizes a right-of-use leased asset and lease liability at the lease commencement date.

The company recognizes right-of-use assets and lease liabilities for the leases-i.e. these leases are on-balance sheet. Right-of-use assets were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease payments, discounted using the lessee's incremental borrowing rate. Right-of-use assets are measured at the amount of the lease liability on adoption. Leases are recognized at the commencement of the lease at the lower of the fair value of the leased asset or the present value of the minimum lease payments. Each lease payment is apportioned between the liability and finance charges using the effective interest method.



**Applying IFRS 16, the Company:**

- a) Recognises right-of-use assets and lease liabilities in the statement of financial position, initially measured at the present value of the future lease payments;
- b) Recognises depreciation of right-of-use assets and interest on lease liabilities in the statement of income and expenses.

The Company has used the following practical expedients when applying the IFRS-16:

- The Company has applied a single discount rate
- The Company has elected not to recognize right-of-use assets and lease liabilities to leases for the portion of the rent charged in the project accounts.
- The Company has excluded initial direct costs from the measurement of the right-of-use asset at the date of initial application.
- The Company has analysed the situation of the lease term when the contract contains options to extend or terminate the lease.

**2.17 Reporting year**

The consolidated financial statements of MRDI cover 12 months starting from 01 July 2020 to 30 June 2021 consistently.

**2.18 General**

- i. The figures in the consolidated financial statements have been rounded off to the nearest Taka (BDT) whenever necessary.
- ii. Previous year figures have been rearranged wherever considered necessary to conform to the current year's presentation.





		As at 30 June	
	Notes	2021 BDT	2020 BDT
<b>3 Property and equipment</b>			
<b>Cost:</b>			
Opening balance		8,622,775	6,888,461
Add: Addition during the year	3.1	2,298,396	1,734,314
		<b>10,921,171</b>	<b>8,622,775</b>
Less: Disposal during the year		(391,926)	-
<b>Total cost</b>		<b>10,529,245</b>	<b>8,622,775</b>
<b>Accumulated depreciation:</b>			
Opening balance		5,512,093	5,096,403
Add: Depreciation charged for the year	Annex-A	281,909	421,260
		<b>5,794,002</b>	<b>5,517,663</b>
Less: Disposal during the year	Annex-A	(371,438)	-
Less: Adjustment for previous year error		-	(5,570)
<b>Total accumulated depreciation</b>		<b>5,422,564</b>	<b>5,512,093</b>
<b>Written down value</b>		<b>5,106,681</b>	<b>3,110,682</b>
<b>Details are shown in Annexure-A</b>			
<b>3.1 Addition during the year</b>			
<b>Purchased under MRDI core:</b>			
Computer, printer and multimedia		-	111,381
Office equipment		-	53,777
Furniture & Fixture		-	-
Land		-	-
		-	165,158
<b>Purchased under MJF Project</b>			
Desktop Computer, laptop and printer		-	67,140
<b>Purchased under FOJO project:</b>			
Computer, printer and multimedia		1,046,597	1,392,016
<b>Purchased under TAF project:</b>			
Computer, printer and multimedia		428,700	110,000
<b>Purchased under TAF/JASMA project:</b>			
Computer, printer and multimedia		601,898	-
<b>Purchased under TAF/MIMA project:</b>			
Computer, printer and multimedia		148,419	-
<b>Purchased under Internews project:</b>			
Computer, printer and multimedia		72,782	-
		<b>2,298,396</b>	<b>1,734,314</b>
<b>4 Lease (Company as a lessee)</b>			
<b>Right-of-use asset</b>			
In BDT			<b>Building</b>
		<b>2021</b>	<b>2020</b>
<b>Cost</b>			
At 01 July		4,245,198	4,245,198
Additions		-	-
<b>At 30 June</b>		<b>4,245,198</b>	<b>4,245,198</b>



	<u>Notes</u>	<u>As at</u> <u>30 June</u>	
		<u>2021</u> <u>BDT</u>	<u>2020</u> <u>BDT</u>
<b>Accumulated depreciation</b>			
At 01 July		849,039	-
Charge for the year		849,040	849,039
<b>At 30 June</b>		<b>1,698,079</b>	<b>849,039</b>
<b>Carrying amount at 30 June</b>		<b>2,547,119</b>	<b>3,396,159</b>
The Company leases assets including building. The average lease term is 5 years.			
<b>Amounts recognised in profit and loss</b>		<b>30-Jun-21</b>	<b>30-Jun-20</b>
Depreciation expense on right-of-use assets		849,040	849,040
		<b>849,040</b>	<b>849,040</b>
Interest expense on lease liabilities		287,460	353,497
		<b>287,460</b>	<b>353,497</b>
<b>Lease liability</b>			
Non-current		1,928,944	2,771,197
Current		842,253	770,019
		<b>2,771,197</b>	<b>3,541,216</b>

In calculation of Lease Liability on 01 July 2019, future payment against Lease as per agreement is adjusted with the recovery of rent from different project. As per agreement, monthly rent is Taka 201,000 However, in calculation of Lease Liability, rent is considered Taka 88,123 as the remaining amount of Taka 112,477 is recovered or expected to be recovered from different projects.

## 5 Cash and cash equivalents

Cash in hand	5.1	18,453	23,834
Cash at bank	5.2	22,204,296	4,323,156
		<b>22,222,749</b>	<b>4,346,990</b>

### 5.1 Cash in hand

MJF-BGBS project		-	7,992
Core account		10,638	12,622
MJF-AWRAIB project		5,235	-
Gaon Swapna		2,580	3,220
		<b>18,453</b>	<b>23,834</b>

### 5.2 Cash at bank

Project bank accounts	5.2.1	5,547,743	4,221,732
Core bank accounts	5.2.2	16,656,553	101,424
		<b>22,204,296</b>	<b>4,323,156</b>



As at  
30 June

Notes

2021  
BDT

2020  
BDT

### 5.2.1 Project bank accounts

Name of bank	Accounts title	Accounts no.	2021 BDT	2020 BDT
Mutual Trust Bank	MRDI-MTB	STD-00430320000789	728,797	26,070
Prime Bank Ltd.	MRDI-FOJO	STD-2138314003939	700,959	1,462,511
Prime Bank Ltd.	MRDI-City Bank Ltd.	STD-2138314012443	-	-
Prime Bank Ltd.	MRDI-Unicef	STD-2138318006565	-	456,750
Prime Bank Ltd.	MRDI-MJF-BGBS	SND-2138313015421	147,057	884,671
Prime Bank Ltd.	MRDI-MJF-AWRAIB	SND-2138311003940	-	-
Prime Bank Ltd.	MRDI-HSBC	STD-2138313002171	401,040	612,745
Prime Bank Ltd.	MRDI-CSR	STD-2138317006905	-	14,707
Prime Bank Ltd.	Gaon Swapna	STD-2138311005680	203,849	241,375
Prime Bank Ltd.	MRDI-TAF-CMSD	SND-2138312015000	-	-
Prime Bank Ltd.	MRDI-SIMB	STD-2138319014121	-	-
Prime Bank	MRDI-TAF-IGTOFI	SND-2138313016379	1,713,471	196,696
Prime Bank	MRDI-INTERNEWS-IERTIMCS	SND-2138313016378	665,111	326,207
Prime Bank	MRDI TAF JSMA	SND-2138318017661	63,243	-
Prime Bank	MRDI TAF MIMA	SND-2138318017661	924,216	-
<b>Total</b>			<b>5,547,743</b>	<b>4,221,732</b>

### 5.2.2 Core bank accounts

Name of bank	Accounts title	Accounts no.	2021 BDT	2020 BDT
Southeast Bank Ltd.	MRDI mother account	CD-001211100006616	16,048,881	1,375
Prime Bank Ltd.	MRDI operational account	STD 2138315008259	607,671	100,048
Prime Bank Ltd.	MRDI-INFCOUS	STD 2138315003581	1	1
<b>Total</b>			<b>16,656,553</b>	<b>101,424</b>

## 6 Investment in Fixed Deposit Receipts (FDR)

MRDI operations	6.1	-	-
FDR against MTB Livelihood Project	6.2	-	1,644,224
FDR against Gaon Swapna fund	6.3	1,226,975	1,168,378
		<b>1,226,975</b>	<b>2,812,602</b>

### 6.1 MRDI operations

Opening balance	-	1,753,550
Add: Investment made during the year	-	-
Add: Accrued interest during the year	-	-
Less: Encashment during the year	-	(1,753,550)
<b>Closing balance</b>	<b>-</b>	<b>-</b>





	<u>Notes</u>	<u>As at</u> <u>30 June</u>	
		<u>2021</u> <u>BDT</u>	<u>2020</u> <u>BDT</u>
<b>6.2 FDR against MTB Livelihood Project</b>			
Opening balance		1,644,224	1,542,795
Add: Investment made during the year		-	-
Add: Interest received during the year		7,192	60,266
Less: Encashment during the year		(1,651,416)	-
<b>Balance of FDR</b>		-	<b>1,603,061</b>
Add: Accrued interest		-	41,163
<b>Closing balance</b>		-	<b>1,644,224</b>
Details are shown in Annexure-C			

<b>6.3 FDR against Gaon Swapna fund</b>			
Opening balance		1,168,378	1,349,520
Add: Investment made during the year		-	-
Add: Interest received during the year		16,748	24,052
Less: Encashment during the year		-	(250,220)
<b>Balance of FDR</b>		<b>1,185,126</b>	<b>1,123,352</b>
Add: Accrued interest		41,849	45,026
<b>Closing balance</b>		<b>1,226,975</b>	<b>1,168,378</b>
Details are shown in Annexure-C			

<b>7 Advance and prepayments</b>			
Advance income tax	7.1	1,068,343	1,061,012
Security money	7.2	364,645	724,645
Advance for programme	7.3	164,655	28,091
Loan to Livelihood programme	7.4	43,000	43,000
Advance to staff against salaries	7.5	56,000	-
		<b>1,696,643</b>	<b>1,856,748</b>

#### 7.1 Advance income tax

Particulars	Opening balance as on 01 Jul 20	Addition during the year	Deduction made during the year	Closing balance as on 30 Jun 21	Closing balance as on 30 Jun 20
	BDT	BDT	BDT	BDT	BDT
MRDI	1,030,117	217	-	1,030,334	1,030,117
Gaon Swapna	30,895	7,114	-	38,009	30,895
<b>Total</b>	<b>1,061,012</b>	<b>7,331</b>	<b>-</b>	<b>1,068,343</b>	<b>1,061,012</b>

Details are shown in Annexure-E

#### 7.2 Security Money

Opening balance	724,645	704,645
Security money against office rent	-	200,000
	724,645	904,645
Less: Security money adjusted during the year	(360,000)	(180,000)
	<b>364,645</b>	<b>724,645</b>

#### 7.3 Advance for programme

Opening balance	28,091	59,792
Add: Advance made during the year	164,655	5,256,409
Less: Adjustment made during the year	(28,091)	(5,288,110)
<b>Closing balance</b>	<b>164,655</b>	<b>28,091</b>



				As at 30 June	
				2021 BDT	2020 BDT
Notes					
Details are as follows:					
Particulars	Name of project	Opening balance	Paid during the year	Adjustment made during the year	Closing balance
Project Staffs for programme implementation	FOJO	25,800	164,000	(25,800)	164,000
Project Staffs for programme implementation	MIMA	-	655	-	655
UDT & staffs for programme implementation	MTB CSRP	2,291	-	(2,291)	-
<b>Total</b>		<b>28,091</b>	<b>164,655</b>	<b>(28,091)</b>	<b>164,655</b>

#### 7.4 Loan to Livelihood programme

Particulars	Name of project	Opening balance	Loan disbursed during the year	Adjustment made during the year	Closing balance
Livelihood Programme, Kailashgonj	MTB	28,000	-	-	28,000
Livelihood programme, Basatpur	MTB	15,000	-	-	15,000
<b>Total</b>		<b>43,000</b>	<b>-</b>	<b>-</b>	<b>43,000</b>

#### 7.5 Advance to staff against salaries

Opening balance	-	-
Add: Advance made during the year	70,000	-
Less: Adjustment made during the year	(14,000)	-
<b>Closing balance</b>	<b>56,000</b>	<b>-</b>

#### 8 Stock of RTI books & Gaon Swapna products

Gaon Swapna products	364,465	379,543
RTI books	35,194	35,194
MRDI folder	14,410	21,945
MRDI writing pad	70	8,925
	<b>414,139</b>	<b>445,607</b>

#### 9 Deferred expenditure

Deferred expenditure	688,275	688,275
Less: Return back to project account through R&P account	(688,275)	-
	<b>-</b>	<b>688,275</b>



		As at 30 June	
	Notes	2021 BDT	2020 BDT
<b>10 Unutilized project fund</b>			
Opening balance		5,195,536	10,187,026
Add: Fund received during the year	10.1	74,564,074	44,420,782
Interest on fund received during the year		72,827	275,727
		<b>79,832,437</b>	<b>54,883,535</b>
Less: Project fixed assets fund (AWRAIB, BGBS & SIMB)		(2,298,396)	(1,569,156)
Less: Adjustment of last year's unutilized fund		(65,268)	(12,237)
Less: Grant income recognized during the year	16	(55,909,237)	(48,106,606)
		<b>21,559,536</b>	<b>5,195,536</b>
<b>Details of project-wise unutilized fund are as follows:</b>			
Fojo Media Institute		864,959	2,176,586
MRDI Operational		16,042,471	-
Mutual Trust Bank Ltd.		772,078	1,662,553
Manusher Jonno Foundation		152,292	117,663
UNICEF		-	131,750
HSBC Bangladesh		401,040	612,745
Reliance Insurance Ltd. (CSR Intervention)		-	15,183
The Asia Foundation (TAF -IGTOFI)		1,713,471	157,849
The Asia Foundation (TAF JSMA)		63,243	-
The Asia Foundation (TAF MIMA)		924,871	-
Internews		625,111	321,207
		<b>21,559,536</b>	<b>5,195,536</b>
<b>10.1 Fund received during the year</b>			
FOJO Media Institute		26,497,973	22,017,901
The Asia Foundation (TAF IGTOFI)		9,890,127	1,914,198
The Asia Foundation (TAF JSMA)		4,832,373	-
The Asia Foundation (TAF MIMA)		3,776,062	-
The World Bank (MRDI Operational)		16,449,427	1,643,565
Manusher Jonno Foundation		4,245,071	8,179,541
UNICEF		558,184	4,941,127
Internews		8,314,857	2,356,565
Mutual Trust Bank Ltd.		-	1,035,000
MRDI Contribution to CSR Intervention		-	202,760
HSBC Bangladesh		-	1,280,125
Bank Al Falah Ltd.		-	850,000
		<b>74,564,074</b>	<b>44,420,782</b>
<b>11 Capital fund</b>			
Opening balance		863,312	4,223,342
Add: Excess/(short) of income over expenditure		(683,291)	(3,391,425)
Add: Previous year's adjustment		38,879	26,295
Add: Profit on sale of scrap assets		57,592	-
Add: Directors' subscription		4,500	5,100
Add: Other receivables-PF forfeiture account		325	-
Add: Unicef Project utilization fund		476	-
<b>Closing balance</b>		<b>281,793</b>	<b>863,312</b>





		As at 30 June	
	Notes	2021 BDT	2020 BDT
<b>12 Gaon Swapna fund</b>			
Opening balance		1,916,411	1,832,028
Interest on bank deposit	12.1	65,824	81,439
Less: Centre Repairing cost		(51,800)	-
Add: Profit/(loss) during the year	12.2	(1,557)	2,944
<b>Closing balance</b>		<b>1,928,878</b>	<b>1,916,411</b>
<b>12.1 Interest on Gaon Swapna bank deposit</b>			
Opening balance of interest on SND account		1,059	3,788
Add: Interest received on FDR during the year		70,082	82,725
Add: Accrued interest		41,849	45,026
		112,990	131,539
Less: Last years' provision		(45,026)	(50,100)
Less: Bank Charges		(2,140)	-
		<b>65,824</b>	<b>81,439</b>
<b>12.2 Profit/ (loss) from Gaon Swapna</b>			
Sale of Gaon Swapna products		72,819	89,251
<b>Operational expenses</b>			
Opening stock of products		379,543	381,330
Add: Purchase of products		58,658	63,340
Add: Operational expenses		640	21,180
Less: Closing stock of products		(364,465)	(379,543)
		<b>74,376</b>	<b>86,307</b>
<b>Profit/ (loss) from Gaon Swapna</b>		<b>(1,557)</b>	<b>2,944</b>
<b>13 Project fixed assets fund</b>			
Opening balance		2,491,577	922,421
Add: Addition during the year	13.1	2,298,396	1,569,156
<b>Closing balance</b>		<b>4,789,973</b>	<b>2,491,577</b>
<b>13.1 Addition during the year</b>			
TAF IGTOFI Project		-	110,000
FOJO Project		-	1,392,016
MJF BGBS Project		-	67,140
Internews Project		72,782	-
Fojo Project		1,046,597	-
TAF IGTOFI Project		428,700	-
TAF JSMA Project		601,898	-
TAF MIMA Project		148,419	-
		<b>2,298,396</b>	<b>1,569,156</b>
<b>14 Outstanding liabilities</b>			
Opening balance		2,151,590	1,401,788
Add: Addition during the year		1,301,909	1,847,529
Less: Adjustment made during the year		(1,897,479)	(1,097,727)
<b>Closing balance</b>		<b>1,556,020</b>	<b>2,151,590</b>

Details are shown in Annexure-D



		As at 30 June	
		2021	2020
		<u>BDT</u>	<u>BDT</u>
<b>15</b>	<b>Loan from Executive Director</b>		
	Opening balance	650,000	400,000
	Add: Addition during the year	-	250,000
	Less: Payment made during the year	(250,000)	-
	<b>Closing balance</b>	<b>400,000</b>	<b>650,000</b>

Notes



		For the year ended 30 June	
		2021 <u>BDT</u>	2020 <u>BDT</u>
<b>16 Grant income</b>			
FOJO Media Institute		26,791,155	21,474,905
The Asia Foundation(IGTOFI)		7,911,090	1,652,658
The Asia Foundation(JSMA)		4,170,011	-
The Asia Foundation(MIMA)		2,705,084	-
The World Bank (MRDI Operational)		406,956	1,659,565
Internews		7,945,076	2,019,404
Manusher Jonno Foundation		4,212,782	9,358,266
UNICEF		643,704	5,902,269
Mutual Trust Bank Ltd.		906,239	2,502,766
HSBC Bangladesh		213,795	943,362
The City Bank Ltd.		-	1,391,161
Bank Alfalah Ltd. (CSR Intervention)		3,345	1,202,250
		<b>55,909,237</b>	<b>48,106,606</b>
<b>17 Interest on bank deposits</b>			
Interest received on other bank accounts (MRDI Operational)		2,182	21,333
		<b>2,182</b>	<b>21,333</b>
<b>18 Programme cost</b>			
Programme cost		21,684,381	21,982,210
Add: MRDI Contribution to project	18.1	375,188	367,850
<b>As per Income and Expenditure Account</b>		<b>22,059,569</b>	<b>22,350,060</b>
Less: Payable during the year	18.2	(40,000)	(1,095,000)
<b>As per Statement of Receipts and Payments</b>		<b>22,019,569</b>	<b>21,255,060</b>
<b>Details are shown in Annexure-B</b>			
<b>18.1 MRDI Contribution to project</b>			
Contribution to BGBS Project		192,767	206,662
Contribution to AWRAIB Project		-	39,865
Contribution to CSR Project		-	18,323
Contribution to CSR Project Sundarbans		65,000	35,000
Contribution to CSR Project Basatpur		56,000	68,000
Contribution to IGTOFI Project		32,248	-
Contribution to MIMA Project		29,173	-
		<b>375,188</b>	<b>367,850</b>
<b>18.2 Outstanding</b>			
BGBS Project		-	775,000
Unicef Project		-	315,000
Internews Project		40,000	5,000
		<b>40,000</b>	<b>1,095,000</b>





**For the year ended  
30 June**

		<b>2021</b>	<b>2020</b>
		<b><u>BDT</u></b>	<b><u>BDT</u></b>
<b>19 Salary and benefits</b>			
Executive Director	19.1	6,737,607	5,357,868
Head of Programme & Advisor		5,234,951	5,173,954
Manager & Deputy Manager		10,388,613	8,049,039
SPO, PO & APO		4,971,585	3,506,747
Office Junior		580,600	544,100
<b>As per Income and Expenditure Account</b>		<b>27,913,356</b>	<b>22,631,708</b>
Add: Payment made during the year		-	-
Less: Payable/adjustment during the year	Annexure-D	(875,398)	(176,848)
<b>As per Statement of Receipts and Payments</b>		<b>27,037,958</b>	<b>22,454,860</b>
<b>19.1 Executive Director's benefits include the following items:</b>			
Basic salary		3,201,892	2,571,666
House rent		1,600,946	1,285,833
Festival allowance		915,985	682,112
Medical allowance		582,162	467,575
Conveyance allowance		436,622	350,682
		<b>6,737,607</b>	<b>5,357,868</b>
<b>20 Office rent</b>			
Office rent Recovered from Projects		2,398,562	2,305,477
MRDI contribution		236,915	-
<b>As per Income and Expenditure Account</b>		<b>2,635,477</b>	<b>2,305,477</b>
Less: Amount adjusted from security deposit		-	(180,000)
<b>As per Statement of Receipts and Payments</b>		<b>2,635,477</b>	<b>2,125,477</b>
<b>21 Professional and audit fees</b>			
Audit fee for MRDI Consolidated Accounts		170,000	282,960
Professional fee for tax assessment and company affairs		160,000	130,000
Audit fee for Fojo project		165,000	150,000
Audit fee for Internews project		144,000	-
Audit fee for MTB project		50,000	-
Audit fee for TAF-IGTOFI Project		100,000	-
Expenses for secretarial service		-	30,000
<b>As per Income and Expenditure Account</b>		<b>789,000</b>	<b>592,960</b>
Add: payment made during the year		-	-
Less: Payable during the year	Annex-D	(362,250)	(389,980)
<b>As per Statement of Receipts and Payments</b>		<b>426,750</b>	<b>202,980</b>



		For the year ended 30 June	
		2021 BDT	2020 BDT
<b>22 Transportation and conveyance</b>			
Local transportation for executive movement		382,648	353,265
Local transportation for programmatic and administrative movement		153,578	121,513
Overseas travel		-	108,906
<b>As per Income and Expenditure Account</b>		<b>536,226</b>	<b>583,684</b>
Add: Payment made during the year		-	-
Less: Payable during the year		-	-
<b>As per Statement of Receipts and Payments</b>		<b>536,226</b>	<b>583,684</b>
<b>23 Utility and office maintenance</b>			
Electricity bill		140,465	129,260
Repair & maintenance		553,949	183,285
Office service charges		100,000	90,000
Contribution to BGBS Project for utility & service		-	53,874
<b>As per Income and Expenditure Account</b>		<b>794,414</b>	<b>456,419</b>
Less: Payable during the year		(33,590)	(25,382)
<b>As per Statement of Receipts and Payments</b>		<b>760,824</b>	<b>431,037</b>
<b>24 Phone, fax, internet, postage etc.</b>			
Internet		215,185	177,499
Mobile phone		139,966	122,486
Telephone		7,638	13,292
Postage		6,896	2,215
<b>As per Income and Expenditure Account</b>		<b>369,685</b>	<b>315,492</b>
Less: Payable during the year		-	(26,570)
<b>As per Statement of Receipts and Payments</b>		<b>369,685</b>	<b>288,922</b>
<b>25 Printing and stationery</b>			
Printing and stationery		181,949	120,327
Add: Direct project Expenditure		-	-
Less: Transferred to programme cost		-	-
<b>As per Income and Expenditure Statement</b>		<b>181,949</b>	<b>120,327</b>
Less: Adjustment during the year		7,265	(3,477)
<b>As per Statement of Receipts and Payments</b>		<b>189,214</b>	<b>116,850</b>
<b>26 Depreciation on Fixed Assets and ROU</b>			
Depreciation on property, plant & equipment		281,909	421,260
Depreciation on right of use assets		849,040	849,040
		<b>1,130,949</b>	<b>1,270,300</b>



**For the year ended  
30 June**

**27 Newspaper and periodicals**

Printing and stationery

**As per Income and Expenditure Statement**

Less: Payable during the year

**As per Statement of Receipts and Payments**

<b>2021</b>	<b>2020</b>
<b><u>BDT</u></b>	<b><u>BDT</u></b>
192,902	104,630
<b>192,902</b>	<b>104,630</b>
(15,590)	(18,840)
<b>177,312</b>	<b>85,790</b>

**28 Lease payment**

Lease payment for 3rd floor and 4th floor North

Less: Adjusted with security money

1,057,478	1,057,480
(360,000)	-
<b>697,478</b>	<b>1,057,480</b>

**Related party disclosure has been shown in Annexure F**

**29 Number of employees**

**29.1 Core employee**

The number of core employees engaged by the Compnay for the whole or part of the year from 01 July 2020 to 30 June 2021, receiveing a total salary of more than Taka 36,000 p.a is 18. The number of core employees engaged by the Compnay for the whole or part of the year from 01 July 2020 to 30 June 2021, receiveing a total salary of less than Taka 36,000 p.a is 4.

**29.2 Project employee**

The number of project employees engaged by the Compnay for the whole or part of the year from 01 July 2020 to 30 June 2021, receiveing a total salary of more than Taka 36,000 p.a is 13. The number of project employees engaged by the Compnay for the whole or part of the year from 01 July 2020 to 30 June 2021, receiveing a total salary of less than Taka 36,000 p.a is Nil.

*Firozain*

**Chairman**

*W. C.*

**Executive Director**





**Management and Resources Development Initiative (MRDI)**  
**Schedule of property, plant and equipment**  
**As at 30 June 2021**

Sl. No.	Particulars	Cost				Rate (%)	Depreciation				Written down value
		Opening balance	During the year		Closing balance		Opening balance	During the year		Closing balance	
			Addition	Adjustment /disposal				Charged	Adjustment/ disposal		
			BDT	BDT				BDT	BDT		
1.0	Land	50,000	-	-	50,000	-	-	-	-	-	50,000
	Sub-total (A)	50,000	-	-	50,000	-	-	-	-	-	50,000
2.0	Furniture and fixture:										
2.1	Table	222,567	-	37,400	185,167	20%	173,381	15,539	37,400	151,520	33,847
2.2	Chair, sofa etc.	170,948	-	9,792	161,156	20%	164,143	2,268	9,792	156,619	4,537
2.3	Shelf, paper stand, notice board etc.	300,897	-	-	300,897	20%	266,258	9,061	-	275,319	25,578
2.4	Interior decoration	269,951	-	-	269,951	20%	240,847	7,276	-	248,123	21,828
	Sub-total (B)	964,363	-	47,192	917,171		844,629	34,144	47,192	831,581	85,590
3.0	Office equipment:										
3.01	Photocopier	195,000	-	-	195,000	30%	195,000	-	1	194,999	1
3.02	Monitoring set up	420,684	-	-	420,684	30%	390,329	20,113	-	410,442	10,242
3.03	Fax machine, scanner, TV, recorder etc.	55,230	-	-	55,230	30%	55,228	-	-	55,228	2
3.04	Power generator (Honda)	102,250	-	-	102,250	30%	102,249	-	-	102,249	1
3.05	Electric fans	52,484	-	4,650	47,834	30%	50,587	813	4,650	46,750	1,084
3.06	Air cooler	778,528	-	-	778,528	30%	778,528	-	1	778,527	1
3.07	Telephone and internet connectivity	167,911	-	40,668	127,243	30%	153,625	11,136	40,668	124,093	3,150
3.08	Camera	180,814	-	-	180,814	30%	174,320	4,159	-	178,479	2,335
3.09	Mobile and telephone set	536,592	-	153,718	382,874	30%	413,126	49,830	147,069	315,887	66,987
3.10	Access & Attendance Control Device	55,000	-	-	55,000	30%	16,500	16,500	-	33,000	22,000
	Sub-total (C)	2,544,493	-	199,036	2,345,457		2,329,492	102,551	192,389	2,239,654	105,803



**Management and Resources Development Initiative (MRDI)**  
**Schedule of property, plant and equipment**  
**As at 30 June 2021**

Sl. No.	Particulars	Cost				Rate (%)	Depreciation				Written down value
		Opening balance	During the year		Closing balance		Opening balance	During the year		Closing balance	
			Addition	Adjustment /disposal				Charged	Adjustment/ disposal		
		BDT	BDT	BDT	BDT		BDT	BDT	BDT	BDT	BDT
4.0	Computer, printer and multimedia										
4.1	Tower server	299,360	-	-	299,360	33%	297,557	1,802	-	299,359	1
4.2	Desktop computer	806,129	-	37,015	769,114	33%	646,765	107,723	37,015	717,473	51,641
4.3	Laptop computer	747,320	-	56,350	690,970	33%	746,858	461	56,350	690,969	1
4.4	Laser printer	175,221	-	10,741	164,480	33%	162,369	12,474	10,741	164,102	378
4.5	UPS, IPS and stabilizer	276,477	-	41,592	234,885	33%	216,742	22,601	27,748	211,595	23,290
4.6	Multimedia projector	123,225	-	-	123,225	33%	123,071	153	-	123,224	1
4.7	Computer networking	78,680	-	-	78,680	33%	78,680	-	1	78,679	1
	Sub-total (D)	2,506,412	-	145,698	2,360,714		2,272,042	145,214	131,855	2,285,401	75,313
5.0	Other assets										
5.1	Books	25,930	-	-	25,930	20%	25,930	-	1	25,929	1
5.2	Paintings	40,000	-	-	40,000	20%	40,000	-	1	39,999	1
	Sub-total (E)	65,930	-	-	65,930		65,930	-	2	65,928	2
6.0	Project assets (PCAI, AWRAIB & SIMB)										
6.01	MJF PCAI Project	303,472	-	-	303,472	-	-	-	-	-	303,472
6.02	MJF AWRAIB Project	60,000	-	-	60,000	-	-	-	-	-	60,000
6.03	MJF BGBS Projects	208,975	-	-	208,975	-	-	-	-	-	208,975
6.04	Internews Project	417,114	72,782	-	489,896	-	-	-	-	-	489,896
6.05	Fojo Project	1,392,016	1,046,597	-	2,438,613	-	-	-	-	-	2,438,613
6.06	TAF IGTOFI Project	110,000	428,700	-	538,700	-	-	-	-	-	538,700
6.07	TAF JSMA Project	-	601,898	-	601,898	-	-	-	-	-	601,898
6.08	TAF MIMA Project	-	148,419	-	148,419	-	-	-	-	-	148,419
	Sub-total (F)	2,491,577	2,298,396	-	4,789,973	-	-	-	-	-	4,789,973
	Balance as at 30 June 2021	8,622,775	2,298,396	391,926	10,529,245	-	5,512,093	281,909	371,438	5,422,564	5,106,681
	Balance as at 30 June 2020	6,888,461	1,734,314	-	8,622,775	-	5,096,403	421,260	5,570	5,512,093	3,110,682



**Management and Resources Development Initiative (MRDI)**  
**Programme Cost**  
**For the year ended 30 June 2021**

Sl. No.	Project/contract/agreement title	For the year ended	
		30 June	
		2021	2020
1	Improving Qualitative Journalism in Bangladesh, supported by Fojo Media Institute, Linnaeus University, Sweden	7,883,460	7,894,185
2	Better Governance for Better Services (BGBS), supported by MJF	1,355,612	5,839,956
3	Promoting News Literacy and Ethical Journalism, supported by UNICEF	238,125	2,815,937
4	Livelihood Programme for the Women and Health Clinic for the Community, supported by Mutual Trust Bank Ltd.	222,161	1,563,184
5	Education Support for Poor Students, supported by The City Bank Ltd.	-	1,385,945
6	MRDI CSR Intervention	-	1,129,323
7	Understanding Finance for the Youth and Garment Workers - Phase III, supported by HSBC	108,288	499,882
8	MRDI Operational (RTI Proactive disclosure assessment, RTI survey, RTI helpdesk, Right to know day, Contribution to project & DW Media conference)	682,966	488,443
9	Advancing Women's Right of Access to Information in Bangladesh (AWRAIB), supported by MJF	-	429,087
10	Increasing the effective use of the Right to Information Law by media and civil society supported by Internews	4,471,809	202,671
11	Improved Governance Through Open Flow of Information, supported by The Asia Foundation	3,399,411	78,255
12	Strengthening Independent Media in Bangladesh, supported by Internews	-	23,192
13	Journalism Skills in media & Academia, supported by The Asia Foundation	1,913,868	-
14	More Information more accountability (MIMA), supported by The Asia Foundation	1,783,869	-
	<b>Total</b>	<b>22,059,569</b>	<b>22,350,060</b>





**Management and Resources Development Initiative (MRDI)**  
**Statement of FDR of Gaon Swapna with Southeast Bank Ltd.**  
**As at 30 June 2021**

Sl. No.	FDR No.	Principal				Interest							Total
		Opening as at 01 July 2020	Addition during the year 2020-2021	Encasement during the year	Closing balance as at 30 June 2021	Received during the year (As per Bank Statement)	Provision of interest as on June 2020	Provision of interest as on June 2021	Total	A/T	Bank charges	Closing balance as at 30 June 2021	
		BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT
	1	5	6	7	8 (5+6-7)	9	10	11	12 (9-10+11)	13	14	15 (12-13+14)	16 (8+15)
1	A/C#0054244300000138	212,147	-	-	212,147	12,768	8,447	-	8,321	1,277	150	4,894	217,041
2	A/C#0054245300000330	534,425	-	-	534,425	35,000	34,425	-	575	3,500	1,000	(3,925)	530,500
3	A/C#0054243300000202	421,806	-	-	421,806	22,314	4,154	-	18,160	2,231	150	15,779	437,585
<b>Total</b>		<b>1,168,378</b>	<b>-</b>	<b>-</b>	<b>1,168,378</b>	<b>70,082</b>	<b>45,026</b>	<b>-</b>	<b>25,056</b>	<b>7,008</b>	<b>1,300</b>	<b>16,748</b>	<b>1,185,126</b>

**Management and Resources Development Initiative (MRDI)**  
**Statement of FDR of the project "Livelihood programme for women and health clinic for the community"**  
**with Mutual Trust Bank Ltd, Mohammadpur Branch.**  
**As at 30 June 2021**

SL	FDR No.	Principal			Interest earned during the period			Deduction		Net interest for 2020-2021	Total encashable amount including interest	Encashment	Balance as on 30.06.2021
		Opening as at 01 July 2020	Provision of interest as on 30 June 2020	FDR Amount excluding Accrued Interest	Received during the year (As per Bank Statement)	Provision of interest as on June 2020	Gross interest for 2020-2021	A/T	Bank charges				
1	A/C#0043-0330035143	1,100,380	34,836	1,065,544	48,756	34,836	13,920	6,393	3,000	4,527	1,104,907	1,104,907	-
2	A/C#0043-0330035152	543,844	6,327	537,517	10,701	6,327	4,374	1,209	500	2,665	546,509	546,509	-
<b>Total</b>		<b>1,644,224</b>	<b>41,163</b>	<b>1,603,061</b>	<b>59,457</b>	<b>41,163</b>	<b>18,294</b>	<b>7,602</b>	<b>3,500</b>	<b>7,192</b>	<b>1,651,416</b>	<b>1,651,416</b>	<b>-</b>



**Management and Resources Development Initiative (MRDI)**  
**Schedule of outstanding liabilities**  
As at 30 June 2021

Sl.	Particular	Project, contract/ component	Opening balance	During the year		Closing balance
				Addition	Payment/ Adjustment	
			BDT	BDT	BDT	BDT
1	Audit fees	MRDI core	216,980	170,000	199,730	187,250
2	Fee and expenses for tax consultants	MRDI core	160,000	160,000	160,000	160,000
3	Provision for Office Expenses for company Return	MRDI core	13,000	15,000	13,000	15,000
4	Hasibur Rahman	MRDI core	204,044	875,398	204,048	875,394
5	Hasibur Rahman-Phone, fax, internet, postage etc.	MRDI core	26,570	-	26,570	-
6	Hasibur Rahman-Fixed asset purchase	MRDI core	12,749	-	12,749	-
7	Hasibur Rahman-Utility	MRDI core	7,225	-	7,225	-
8	Programme cost	World bank project	40,000	-	40,000	-
9	Programme cost	BGBS Project	775,000	-	775,000	-
10	Programme cost	Unicef Project	325,000	-	325,000	-
11	Programme cost	MTB Project	53,313	-	53,313	-
12	Programme cost	TAF-IGTOFI Project	38,847	-	38,847	-
13	Programme cost	Internews Project	5,000	40,000	5,000	40,000
14	Provision for income tax	MRDI core	236,865	7,331	-	244,196
15	Telephone & Internet bill	MRDI core	-	-	-	-
16	Utility bill	MRDI core	6,157	18,590	6,157	18,590
17	Advanced Software Development	MRDI core	12,600	12,600	12,600	12,600
18	Shahidullah Khandaker	MRDI core	6,240	2,990	6,240	2,990
19	Rahimafrooz Distribution Ltd.	MRDI core	2,200	-	2,200	-
20	Bhai Bhai Firefighting Co.	MRDI core	9,800	-	9,800	-
<b>Total</b>			<b>2,151,590</b>	<b>1,301,909</b>	<b>1,897,479</b>	<b>1,556,020</b>



**Management and Resources Development Initiative (MRDI)**  
**Tax liabilities and advance tax position**  
 As at 30 June 2021

Income year	Assessment year	Tax liabilities as per assessment order	Tax deducted at source/paid	Tax adjustment	Tax liability after adjustment	Total tax paid in advance
		BDT	BDT	BDT	BDT	BDT
2010-2011	2011-2012	18,192	114,549	18,192	-	96,357
2011-2012	2012-2013	42,220	201,068	42,220	-	158,848
2012-2013	2013-2014	60,181	164,528	-	60,181	164,528
2013-2014	2014-2015	61,240	186,678	-	61,240	186,678
2014-2015	2015-2016	14,376	356,676	9,095	14,376	347,581
2015-2016	2016-2017	66,634	34,361	-	66,634	34,361
2016-2017	2017-2018	14,010	24,654	-	-	24,654
2017-2018	2018-2019	-	20,324	-	24,176	20,324
2018-2019	2019-2020	-	16,164	-	10,258	16,164
2019-2020	2020-2021	-	11,517	-	-	11,517
2020-2021	2021-2022	-	7,331	-	7,331	7,331
<b>Total</b>		<b>276,853</b>	<b>1,137,850</b>	<b>69,507</b>	<b>244,196</b>	<b>1,068,343</b>





**Management and Resources Development Initiative (MRDI)**  
**Statement of related party transactions**  
As at 30 June 2021

Director	Project/Contract	Assigned as	Transaction amount as at 30 June 2021	Transaction amount as at 30 June 2020
			BDT	BDT
Syed Ishtiaque Reza	Improved Governance Through Open Flow of Information, supported by The Asia Foundation	Media Expert in an Interrection Meeting	5,000.00	-
		Media Expert in an Interrection Meeting on public interest issue.	5,000.00	-
	Increasing the effective use of the Right to Information Law by media and civil society supported by Internews	Moderator for modaration of national Consultation program	15,000.00	-
		Moderator for modaration of a thematic workshop	25,000.00	-
	Improving Qualitative Journalism in Bangladesh, supported by Fojo Media Institute, Linnaeus University, Sweden	Media Expert in indicator setting Meeting of gender servey	5,000.00	-
		Media Expert in getkeeper engagement Meeting	5,000.00	-
	Journalism Skills in media & Academia, supported by The Asia Foundation	Resource person for conducting training sessions in the TOT on fact checking & misinformations.	7,500.00	-
	<b>Total</b>		<b>67,500.00</b>	<b>-</b>



**Management and Resources Development Initiative (MRDI)**  
**Schedule of Consolidated Statement of Financial Position-Balance Sheet**  
**As at 30 June 2021**

Particulars	2020-2021	MRDI Operational	FOJO	Internews	TAF-IGTOFI	TAF-JSMA	TAF-NIMA	MJF-AWRAIB	PCAI	MJF-BGDS	MTB	H88C PHASE II	CSR Intervention	Geon Swaps
	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT
<b>ASSETS</b>														
<b>Non-current Assets</b>														
Property, Plant and Equipment	5,106,681	266,708	2,438,613	489,898	538,700	601,898	148,419	80,000	393,472	206,975	-	-	-	50,000
Right-of-use asset	2,547,119	2,547,119	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<b>7,653,800</b>	<b>2,813,827</b>	<b>2,438,613</b>	<b>489,898</b>	<b>538,700</b>	<b>601,898</b>	<b>148,419</b>	<b>80,000</b>	<b>393,472</b>	<b>206,975</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>
<b>Current Assets</b>														
Cash and Cash Equivalents	22,222,749	18,667,191	700,959	695,111	1,713,471	63,243	924,216	-	-	152,292	726,797	401,040	-	206,429
Financial Assets	1,185,128	-	-	-	-	-	-	-	-	-	-	-	-	1,185,128
Accrued Interest on FDR	41,849	-	-	-	-	-	-	-	-	-	-	-	-	41,849
Advance and Prepayments	1,698,643	1,450,970	164,000	-	-	-	665	-	-	-	-	-	-	81,009
Stock of RTI Books & Geon Swaps products	414,139	49,674	-	-	-	-	-	-	-	-	-	-	-	364,465
Other receivables	29,810	29,810	-	-	-	-	-	-	-	-	-	-	-	-
Reimbursable cost from projects	43,281	-	-	-	-	-	-	-	-	-	43,281	-	-	-
	<b>25,633,597</b>	<b>18,197,654</b>	<b>864,959</b>	<b>695,111</b>	<b>1,713,471</b>	<b>63,243</b>	<b>924,871</b>	<b>-</b>	<b>-</b>	<b>152,292</b>	<b>772,978</b>	<b>401,040</b>	<b>-</b>	<b>1,878,878</b>
<b>Total assets</b>	<b>33,287,397</b>	<b>21,011,481</b>	<b>3,303,572</b>	<b>1,185,007</b>	<b>2,252,171</b>	<b>665,141</b>	<b>1,073,290</b>	<b>80,000</b>	<b>393,472</b>	<b>361,267</b>	<b>772,978</b>	<b>401,040</b>	<b>-</b>	<b>1,928,878</b>
<b>FUND AND LIABILITIES</b>														
<b>Fund</b>														
Unutilized Project Fund	21,669,536	18,042,471	864,959	625,111	1,713,471	63,243	924,871	-	-	152,292	772,978	401,040	-	-
Capital Fund	281,793	281,793	-	-	-	-	-	-	-	-	-	-	-	-
Geon Swaps Fund	1,928,878	-	-	-	-	-	-	-	-	-	-	-	-	1,928,878
Project food assets fund	4,789,973	-	2,438,613	489,898	538,700	601,898	148,419	80,000	393,472	206,975	-	-	-	-
	<b>28,569,180</b>	<b>18,324,264</b>	<b>3,303,572</b>	<b>1,115,007</b>	<b>2,252,171</b>	<b>665,141</b>	<b>1,073,290</b>	<b>80,000</b>	<b>393,472</b>	<b>361,267</b>	<b>772,978</b>	<b>401,040</b>	<b>-</b>	<b>1,928,878</b>
<b>Liabilities</b>														
<b>Non-current liability</b>														
Lease liability	1,928,944	1,928,944	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current liability</b>	<b>1,928,944</b>	<b>1,928,944</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Current Liabilities</b>														
Outstanding Liabilities	1,594,020	1,516,020	-	40,000	-	-	-	-	-	-	-	-	-	-
Lease liability	842,253	842,253	-	-	-	-	-	-	-	-	-	-	-	-
Loan from Executive Director	400,000	400,000	-	-	-	-	-	-	-	-	-	-	-	-
	<b>2,798,273</b>	<b>2,798,273</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total fund and liabilities</b>	<b>33,287,397</b>	<b>21,011,481</b>	<b>3,303,572</b>	<b>1,185,007</b>	<b>2,252,171</b>	<b>665,141</b>	<b>1,073,290</b>	<b>80,000</b>	<b>393,472</b>	<b>361,267</b>	<b>772,978</b>	<b>401,040</b>	<b>-</b>	<b>1,928,878</b>



**Management and Resources Development Initiative (MRDI)**  
**Schedule of Consolidated Statement of Comprehensive Income - Income and Expenditure Account**  
**For the year ended 30 June 2021**

Particulars	2020-2021	MRDI	FOJO	Internews	TAF-IGTOFI	TAF-JSMA	TAF-NIMA	UNICEF	NJF-BGBS	MTB	HSBC	CSR
	BDT	Operational	BDT	(IERTMCS)	BDT	BDT	BDT	PHASE II	BDT	BDT	PHASE II	Intervention
<b>Income</b>												
Grant Income	55,909,237	406,958	28,791,155	7,945,076	7,911,090	4,170,011	2,705,084	643,704	4,212,782	906,239	213,795	3,345
Reimbursement of Cost	5,273,283	5,273,283	-	-	-	-	-	-	-	-	-	-
Reimbursement of cost against facilities & achieving	1,153,000	1,153,000	-	-	-	-	-	-	-	-	-	-
Interest on Bank Deposits	2,182	2,182	-	-	-	-	-	-	-	-	-	-
Other Income	550	550	-	-	-	-	-	-	-	-	-	-
	<b>62,338,252</b>	<b>6,635,971</b>	<b>28,791,155</b>	<b>7,945,076</b>	<b>7,911,090</b>	<b>4,170,011</b>	<b>2,705,084</b>	<b>643,704</b>	<b>4,212,782</b>	<b>906,239</b>	<b>213,795</b>	<b>3,345</b>
<b>Expenditure</b>												
Programme Cost	21,884,381	307,778	7,883,480	4,471,809	3,399,411	1,913,898	1,783,969	238,125	1,356,812	222,181	108,288	-
Contribution to Projects	375,188	375,188	-	-	-	-	-	-	-	-	-	-
Salary and Benefits	27,913,356	3,343,397	14,098,394	1,818,137	3,180,250	1,854,958	693,580	343,758	2,192,874	390,028	-	-
Office Rent project office	2,635,477	236,914	-	480,240	828,000	352,800	144,072	53,451	540,000	-	-	-
Professional and Audit Fees	789,000	474,000	165,000	-	100,000	-	-	-	-	50,000	-	-
Transportation and Conveyance	536,226	203,884	80,312	79,113	79,812	45,000	18,000	-	20,006	-	-	-
Utility and office maintenance	794,414	495,560	-	18,878	192,185	2,345	34,830	2,500	48,156	-	-	-
Phone, Fax, Internet, Postage etc.	369,685	205,851	-	20,800	89,934	-	18,000	2,500	33,800	-	-	-
Printing and Stationery	189,214	47,948	-	78,202	34,431	-	12,000	-	18,632	-	-	-
Depreciation on Fixed Assets	281,909	281,909	-	-	-	-	-	-	-	-	-	-
Bank Charges	91,903	24,825	15,880	21,610	8,087	1,040	753	3,370	3,923	7,880	1,190	3,345
Newspaper & periodicals	192,902	192,902	-	-	-	-	-	-	-	-	-	-
Staff Group Health Insurance premium	85,456	85,456	-	-	-	-	-	-	-	-	-	-
Provision for Income Tax	7,331	7,331	-	-	-	-	-	-	-	-	-	-
Advertisement expense	79,225	79,225	-	-	-	-	-	-	-	-	-	-
Facility Charges	565,600	-	420,000	145,600	-	-	-	-	-	-	-	-
Interest expenses on Lease Liabilities	267,460	267,460	-	-	-	-	-	-	-	-	-	-
Depreciation on ROU	849,040	849,040	-	-	-	-	-	-	-	-	-	-
Loss on disposal of assets	20,493	20,493	-	-	-	-	-	-	-	-	-	-
Overhead/organizational cost	5,273,283	-	4,120,109	812,687	-	-	-	-	-	236,170	104,317	-
	<b>63,021,543</b>	<b>7,519,262</b>	<b>28,791,155</b>	<b>7,945,076</b>	<b>7,911,090</b>	<b>4,170,011</b>	<b>2,705,084</b>	<b>643,704</b>	<b>4,212,782</b>	<b>906,239</b>	<b>213,795</b>	<b>3,345</b>
<b>Excess(Short) of Income over Expenditure</b>	<b>(683,291)</b>	<b>(683,291)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>62,338,252</b>	<b>6,635,971</b>	<b>28,791,155</b>	<b>7,945,076</b>	<b>7,911,090</b>	<b>4,170,011</b>	<b>2,705,084</b>	<b>643,704</b>	<b>4,212,782</b>	<b>906,239</b>	<b>213,795</b>	<b>3,345</b>





**Management and Resource Development Initiative (MRDI)**  
**Schedule of Consolidated Statement of Receipts and Payments**  
**For the year ended 30 June 2021**

Particulars	Total 2020-2021	MRDI Operational	FOJO	Internews (ERTIMCS)	TAF-IGTOFI	TAF-JSMA	TAF-MMA	UNICEF PHASE II	M/F-SGBS	M/F- AMRAIS	MTS	HSBC PHASE II	CSR	Gaon Sweepa
	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT	BDT
<b>Opening Balance</b>														
Cash in hand	23,834	12,822	-	-	-	-	-	-	7,962	-	-	-	-	3,226
Cash at bank	4,323,198	101,424	1,482,511	326,267	196,898	-	-	458,793	684,671	-	28,670	612,745	14,707	241,375
	<b>4,346,993</b>	<b>114,246</b>	<b>1,482,511</b>	<b>326,267</b>	<b>196,898</b>			<b>458,793</b>	<b>682,663</b>		<b>28,670</b>	<b>612,745</b>	<b>14,707</b>	<b>244,598</b>
<b>Receipts</b>														
Donor Fund Received	74,594,074	16,449,427	26,497,973	8,314,857	9,890,127	4,832,373	3,776,062	558,184	4,245,071	-	-	-	-	-
Encashment of FDR	1,803,081	-	-	-	-	-	-	-	-	-	1,803,081	-	-	-
Realization of Advance and Prepayments	653,503	625,418	25,800	-	-	-	-	-	-	-	2,291	-	-	-
Interest on Project Bank Account	185,131	-	36,352	6,906	5,285	2,779	2,312	-	2,340	-	56,927	2,090	-	71,141
Received against Reimbursable cost from project	72,812	72,812	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Gaon Sweepa Products	72,819	-	-	-	-	-	-	-	-	-	-	-	-	72,819
Reimbursement of cost against MRDI writing pad, folder & booklets	10,000	10,000	-	-	-	-	-	-	-	-	-	-	-	-
Interest on Bank Deposits	2,182	2,182	-	-	-	-	-	-	-	-	-	-	-	-
Sales of old newspaper & scrap goods (Miscellaneous)	550	550	-	-	-	-	-	-	-	-	-	-	-	-
Previous year's adjustment account	5,200	5,200	-	-	-	-	-	-	-	-	-	-	-	-
Directors entry fees & subscription	4,500	4,500	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Expenditure for International travel	558,275	-	558,275	-	-	-	-	-	-	-	-	-	-	-
Capital Fund	57,592	57,592	-	-	-	-	-	-	-	-	-	-	-	-
Reimbursement of cost against Ariving & facilities	1,153,000	1,153,000	-	-	-	-	-	-	-	-	-	-	-	-
Overhead/organizational Cost from Project	5,273,283	5,273,283	-	-	-	-	-	-	-	-	-	-	-	-
	<b>84,345,798</b>	<b>23,653,784</b>	<b>27,347,480</b>	<b>8,321,782</b>	<b>9,895,412</b>	<b>4,835,152</b>	<b>3,778,374</b>	<b>558,184</b>	<b>4,247,411</b>		<b>1,662,279</b>	<b>2,090</b>		<b>143,980</b>
	<b>88,892,778</b>	<b>23,767,810</b>	<b>28,706,911</b>	<b>8,647,968</b>	<b>10,092,108</b>	<b>4,835,152</b>	<b>3,778,374</b>	<b>1,014,934</b>	<b>5,140,874</b>		<b>1,668,349</b>	<b>614,835</b>	<b>14,707</b>	<b>388,555</b>
<b>Payments</b>														
Programme Cost	21,844,381	307,778	7,853,480	4,431,808	3,399,411	1,313,888	1,753,889	238,128	1,386,612	-	222,161	108,288	-	-
Contribution to Projects	375,188	375,188	-	-	-	-	-	-	-	-	-	-	-	-
Salary and Benefits	27,037,958	2,467,999	14,096,384	1,816,137	3,180,250	1,854,958	660,560	343,758	2,162,874	-	380,028	-	-	-
Office Rent	2,835,478	236,915	-	480,240	828,000	352,800	144,072	53,491	540,000	-	-	-	-	-
Lease payment-office rent	627,478	627,478	-	-	-	-	-	-	-	-	-	-	-	-
Audit fees & other professional fees	459,002	144,000	165,000	-	100,000	-	-	-	-	-	50,000	-	-	-
Transportation and Conveyance	536,228	203,984	80,312	78,115	78,812	45,000	18,000	-	20,006	-	-	-	-	-
Utility	291,875	85,000	-	18,878	95,225	-	30,000	2,500	30,269	-	-	-	-	-
Repair and Office Maintenance	498,949	376,967	-	-	96,940	2,345	4,830	-	17,867	-	-	-	-	-
Phone, Fax, Internet, Postage	389,885	205,851	-	20,800	88,934	-	18,000	2,500	33,600	-	-	-	-	-
Printing and Stationery & supplies	181,949	40,684	-	75,202	34,431	-	12,000	-	18,632	-	-	-	-	-
Purchase of Fixed Assets	2,298,399	-	1,046,997	72,782	428,709	901,898	146,419	-	-	-	-	-	-	-
Payment of Outstanding Liabilities	1,857,479	660,319	-	5,000	38,847	-	-	325,000	775,000	-	53,313	-	-	-
Advance and Prepayments	846,073	881,418	184,000	-	-	-	656	-	-	-	-	-	-	-
Newspaper & periodicals	177,312	177,312	-	-	-	-	-	-	-	-	-	-	-	-
Investment in FDR	61,774	-	-	-	-	-	-	-	-	-	-	-	-	61,774
Staff Group Health Insurance Premium	85,456	85,456	-	-	-	-	-	-	-	-	-	-	-	-
Bank Charges	94,043	24,825	15,880	21,610	8,087	1,040	753	3,370	3,823	-	7,660	1,190	3,345	2,140
Income Tax Paid in advance	7,331	217	-	-	-	-	-	-	-	-	-	-	-	7,114
Purchase of Gaon Sweepa Products	58,658	-	-	-	-	-	-	-	-	-	-	-	-	58,658
Gaon Sweepa operational expenses	640	-	-	-	-	-	-	-	-	-	-	-	-	640
Advertisement	79,225	79,225	-	-	-	-	-	-	-	-	-	-	-	-
Facility Charges	585,803	-	420,000	145,800	-	-	-	-	-	-	-	-	-	-
Repairing cost of Basaltpur Centre	51,800	-	-	-	-	-	-	-	-	-	-	-	-	51,800
Loan from ED	250,000	250,000	-	-	-	-	-	-	-	-	-	-	-	-
Unutilised project fund	84,792	-	7,200	-	-	-	-	48,230	-	-	-	-	11,362	-
Overhead/organizational Cost to MRDI	5,273,283	-	4,120,109	812,687	-	-	-	-	-	-	236,170	104,317	-	-
	<b>88,479,029</b>	<b>7,150,819</b>	<b>28,058,952</b>	<b>7,862,858</b>	<b>8,379,637</b>	<b>4,771,099</b>	<b>2,854,158</b>	<b>1,014,934</b>	<b>4,867,782</b>		<b>899,552</b>	<b>213,795</b>	<b>14,707</b>	<b>182,128</b>
<b>Closing Balance</b>														
Cash in hand	18,453	10,836	-	-	-	-	-	-	6,236	-	-	-	-	2,580
Cash at Bank	22,204,295	16,556,553	700,950	865,111	1,713,471	83,243	904,216	-	147,267	-	728,797	401,040	-	203,849
	<b>22,222,749</b>	<b>16,667,191</b>	<b>700,950</b>	<b>865,111</b>	<b>1,713,471</b>	<b>83,243</b>	<b>904,216</b>		<b>153,262</b>		<b>728,797</b>	<b>401,040</b>		<b>206,429</b>
	<b>88,692,778</b>	<b>23,767,810</b>	<b>28,706,911</b>	<b>8,647,968</b>	<b>10,092,108</b>	<b>4,835,152</b>	<b>3,778,374</b>	<b>1,014,934</b>	<b>5,140,874</b>		<b>1,668,349</b>	<b>614,835</b>	<b>14,707</b>	<b>388,555</b>





## Management and Resources Development Initiative

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