

Because of the issues described in this review, GlobalGiving is not comfortable reactivating MTM's projects at this time; we will be changing the status of the organization from "under review" to "retired." However this decision is not permanent: if MTM would like to return to being an active member of the GlobalGiving community, we are always open to hearing MTM's ideas about ways to demonstrate progress on the issues described in this report. GlobalGiving recommends some areas of focus in the following section and we would be happy to work with MTM to develop a set of specific reactivation criteria that aligns with the changes that MTM has already started to make.

Recommendations

GlobalGiving makes the following recommendations for ways that MTM could address the issues raised in this review:

- Continue to work with the Board of Directors to grow and support a leadership team that has a broad and diverse set of skills.
- Demonstrate commitment to acting in accordance with policies and procedures that govern MTM including HR, programs, financial, and board processes.
- Demonstrate that internal and external feedback mechanisms are in place and that MTM management is committed to integrating this feedback into its decision making processes.
- Demonstrate MTM's commitment to enforcement of MTM policies and procedures.
- Encourage accountability for adopting and following policies and procedures amongst staff, and the modelling of this behavior by senior management and Board
- Continue to educate and develop the Board of Directors on matters of governance, objectivity, and accountability; support movement towards greater Board independence from MTM senior management.
- Improve documentation and record keeping around all of the aforementioned items.
- Create more public visibility into:
 - MTM processes eg. publication of policies on website, sharing external stories and updates related to topics of "How we identify girls for our programs", "How we keep girls safe" etc.
 - Monitoring & Evaluation results: not only successes but also failures and challenges, and more importantly...
 - the lessons that MTM has learned from its failures and challenges and actions taken to improve future results.

These recommendations are intended as suggestions for MTM to become more effective as an organization. MTM has consistently demonstrated creative and unique thinking about its programs and we hope the organization will channel that kind of energy when thinking about ways to address the organizational challenges identified in the review.