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USAID PROMOTING GOVERNANCE ACCOUNTABILITY, TRANSPARENCY, AND INTEGRITY (PROGATI) PROJECT

JANUARY 2013

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USAID PROMOTING GOVERNANCE ACCOUNTABILITY, TRANSPARENCY, AND INTEGRITY (PROGATI) PROJECT

FINAL REPORT

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TRANSPARENCY, AND INTEGRITY PROJECT

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



Sherina Tabassum
Contracting Officer's Representative
Office of Democracy and Governance
U.S. Agency for International Development
American Embassy
Madani Avenue, Baridhara, Dhaka – 1212
Bangladesh

January 31, 2012

Dear Ms. Tabassum,

In accordance with the deliverable requirements of contract DFD-I-00-05-00220-00, Task Order 4, and responding to your comments sent on January 15, 2013, DAI is pleased to submit the final report for the Promoting Governance, Accountability, Transparency and Integrity (PROGATI) Project. This report covers the entire contract period of October 1, 2007, through September 30, 2012. The report is structured as follows:

Chapter One provides the essential background information on the contract and program, including project management and objectives; implementation strategy; and coordination with donors.

Chapter Two combines activities, results, impact, and sustainability reporting on each program component: Media, Civil Society, Public Institutions, and Parliament. The Public Institutions and Parliament Components are divided into two sections. The first section documents activities associated with Years 1 – 4, while the second addresses only Year 5. At the beginning of each section is a summary table listing the key objectives, results, and impact at a glance for ease of reference. Chapter Two also includes activities implemented under the Window of Opportunity Fund and summarizes the PROGATI surveys conducted over five years.

Chapter Three provides detailed information on seven lessons learned from the implementation of PROGATI. This is followed by eight PROGATI best practices. Chapter Four also includes a full listing of PROGATI resources and tools.

Annex I provides detailed information on the PROGATI performance monitoring methodology. Annex II is a comprehensive listing of all PROGATI documentation including a final PMP and summary of all deliverables. Annex III contains 10 PROGATI success stories. Annex IV



contains the status of all Bangladeshi institutions with whom PROGATI worked. Annex V provides a complete list of all host country and international donors and financial institutions contacts. Annex VI is a comprehensive list of all PROGATI grants and subcontracts awarded. Annex VII summarizes the trainings provided to our partner organizations.

A copy of our Final Financial report, which covers information on the contract's financial status, will be sent to you under separate cover.

Please let me know if there is any additional information we can provide. We look forward to your review and approval of the report and thank you for the excellent cooperation we enjoyed throughout this project.

Sincerely,

A handwritten signature in black ink that reads "Jeremy Kanthor".

Jeremy Kanthor
Senior Development Specialist, Governance
DAI

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ACRONYMS

ACC	Anti Corruption Commission
AL	Awami League
AVAS	Association of Voluntary Action for Society
BAMU	Budget Analysis and Monitoring Unit
BEI	Bangladesh Enterprise Institute
BCDJC	The Bangladesh Centre for Development Journalism and Communication
BIDS	Bangladesh Institute for Development Studies
BNP	Bangladesh National Party
BRAC U	BRAC University
BUPF	Bangladesh Union Parishad Forum
BWCCI	Bangladesh Women’s Chamber of Commerce and Industry
CAG	Comptroller and Auditor General
CF	citizen forum
CIDA	Canadian International Development Agency
CSO	civil society organization
DFID	U.K. Department for International Development
DW	Democracywatch
FOI	Freedom of Information
FOIA	Freedom of Information Act
FOWG	Financial Oversight Working Group
GOB	Government of Bangladesh
IACC	International Anti-Corruption Conference
IACD	International Anti-Corruption Day
IBFB	International Business Forum of Bangladesh
IGS	Institute of Governance Studies
JATRI	Journalism Training and Research Initiative
KF	Khan Foundation

M&E	monitoring and evaluation
MAB	Municipal Association of Bangladesh
MoFDM	Ministry of Food and Disaster Management
MoHFW	Ministry of Health and Family Welfare
MoLGRD	Ministry of Local Government, Rural Development and Cooperatives
MP	Member of Parliament
MRDI	Management Resources and Development Initiative
NBR	National Board of Revenue
NGO	nongovernmental organization
NGOAB	NGO Affairs Bureau
OA	organizational assessment
OAG	Office of the Auditor General (Thailand)
OCAG	Office of the Comptroller and Auditor General
OGP	Open Government Partnership
PAC	Public Accounts Committee
PRI	Policy Research Institute
PROGATI	Promoting Governance, Accountability, Transparency, and Integrity
RTI	Right to Information
SCOPE	Strengthening Comptrollership and Oversight of Public Expenditure
SoMaSHTe	Society for Media and Suitable Human Communication Techniques
TI	Transparency International
UNESCO	United Nations Educational, Scientific, and Cultural Organization
US	Unnayam Shammanay
USAID	United States Agency for International Development
VGD	Vulnerable Group Development
WBI	World Bank Institute

EXECUTIVE SUMMARY

The Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program was funded by the United States Agency for International Development (USAID) and implemented by Development Alternatives, Inc. (DAI). The USAID/Bangladesh Office of Democracy & Governance initiated the PROGATI task order under the Building Recovery and Reform through Democratic Governance (BRDG) Indefinite Quantity Contract (IQC) with the objective to *promote principles of accountability, transparency, and responsiveness to decrease the level of corruption in Bangladesh.*

PROGATI was awarded as a four-year project, operating from October 1, 2007 through September 30, 2011. The project was organized around four components – media, civil society, public institutions and parliament. In August 2011, USAID awarded a one-year cost extension to focus on two components – public institutions and parliament. The project ended on September 30, 2012.

PROGATI, which means *progress* in Bangla, was designed to bring together government agencies, civil society organizations (CSOs), NGOs and media outlets to promote the improved governance of public resources and work together toward a fairer, more just, and better governed society. Through PROGATI, USAID/Bangladesh worked in close collaboration with the Government of Bangladesh to achieve the following objectives of PROGATI:

- Increase Parliament capacity to analyze, monitor and influence national policy and budgetary priorities and strengthen its oversight capacity;
- Increase the effectiveness of internal procedures of selected public institutions dealing with public finance monitoring and auditing;
- Build new and strengthen existing civil society coalitions, networks and public-private partnerships to increase awareness of corruption practices;
- Increase opportunities for citizen participation in and oversight of the national budget and government decision-making processes;
- Increase media capacity to report on transparency and corruption issues and advocate for legal reforms; and
- Improve the dissemination of information by selected public institutions at both the national and local levels to increase citizen access to improved government information

In implementing PROGATI, the project team emphasized engaging local partners, bringing together a critical mass of leaders and managers from all sides to design and guide reform processes. PROGATI sought to actively link and build relationships built on trust and confidence between civil society, media, and government. And most importantly, PROGATI pursued opportunities that keep these partners in sustainable creative interaction.

Working with a diverse range of partners, including CSOs, universities and think tanks, government institutions, private sector associations and elected leaders, PROGATI was able to accomplish several important achievements. In all cases, these achievements were due to strong partnerships between organizations and institutions, many of which did not exist prior to PROGATI.

- The Journalism Training and Research Initiative (JATRI), Bangladesh’s first independent center for investigative journalism, was established through PROGATI. By the end of Year 4, JATRI had graduated from core operational funding and, by the end of Year 5 had significantly diversified its funding. JATRI has introduced important training topics, including investigative journalism for print and broadcast journalism and journalism ethics, and is now a respected venue for dialogue between

the media and development projects. JATRI's training on using audit reports for investigative reporting built on a strong relationship between JATRI and the Office of the Comptroller and Auditor General.

- The Bangladesh Parliament established a Budget Analysis and Monitoring Unit (BAMU) with PROGATI support. Parliamentary leadership, the Secretariat and individual MPs have come to appreciate the need for independent parliamentary analysis of budgets and public expenditures. Parliamentary staff have improved their skills to provide basic budget information to MPs and committees. BAMU progress has been aided by important support from key civil society organizations which both provided training to parliamentary staff, and lobbied parliamentary leadership on the importance of parliamentary budget analysis.
- The Office of the Comptroller and Auditor General (OCAG) has established new mechanisms for coordination with external counterparts – including the media, civil society, government ministries, and other oversight institutions. A new Media and Communications Cell established by the OCAG after technical support and training from PROGATI is the foundation for greater transparency of audit reports. Working groups between ministries and the OCAG have initiated important dialogue on resolving outstanding audit issues. And the OCAG has new links with civil society both in Dhaka and in the Divisions.
- Civil society organizations monitored public services and identified corruption at the local level resulting in important improvements. By developing and refining evidenced based tools such as community scorecards, social audit and entry point mapping, civil society coalitions and organizations were able to successfully engage with officials at the local and national level to seek solutions to corruption issues. The tools emphasized constructive engagement with government and this approach led to new and ongoing partnerships to institutionalize anti-corruption reform.
- The support of the newly passed Right to Information Law through the training of journalists and civil society organizations on using the law to investigate corruption and the support to the Bangladesh Information Commission (IC) to implement the law. The introduction of proactive disclosure approaches led to new coordination between the IC and government ministries.

CHAPTER ONE: INTRODUCTION

A. PROJECT CONTEXT

On January 11, 2007, the President of Bangladesh declared a state of emergency, cancelled the January elections, and appointed new caretaker advisors. The newly appointed caretaker government immediately proposed a five-point reform agenda to: 1) create conditions for a free and fair election, including reconstitution of the Election Commission, updating of the voter list, and institution of voter ID cards; 2) curb corruption, including initiating steps to strengthen the Anti Corruption Commission (ACC); 3) improve the economy, including developing the power sector and preventing upward movement of the price of commodities; 4) improve governance, including separation of the judiciary from the executive and restricting student politics; and 5) improve law and order. It appeared that the interim government would be in power for the immediate future. The interim administration took a number of steps to strengthen an ACC. For example, the commissioners of the formerly inactive ACC resigned to create space for reform-minded commissioners who have earned the confidence of the general public. The interim government also signed the United Nations Convention against Corruption. Because of the changed environment, it appeared that the political situation would in fact increase the opportunity for successful implementation. At the launch of the project in October 2007, the political situation continued to be unpredictable and fluid. There were growing concerns about lack of due process for leaders who had been arrested under corruption charges.

The presence of a caretaker government at the start of the project had important consequences. First, the absence of an elected government limited potential public institution counterparts. The ACC was highly politicized due to aggressive investigations of the most senior members of the two leading political parties, and ministries were temporarily headed by technocrats. While there was no elected parliament, the Speaker of the previous Parliament, Barrister Muhammad Jamiruddin Sircar (Bangladesh National Party [BNP]) remained in his post. As a strong supporter of a budget analysis unit, he took important steps, including allocating staff and space to support PROGATI's effort to establish the unit. Finally, the caretaker government's focus on corruption created an environment where the entire country was sensitive to corruption issues. The PROGATI baseline perceptions of corruption survey conducted by AC Nielson in early 2008 illustrates the countrywide focus on corruption—98 percent of respondents indicated they had a direct experience with corruption.

On December 29, 2008—after nearly two years of a caretaker government—Bangladesh held the 9th Parliamentary elections that were considered free and fair by international standards. The Awami League (AL)-led Grand Alliance scored an overwhelming victory, winning 263 of the 300 seats in Parliament, leaving the BNP coalition in the opposition with only 33 seats.

The new Parliament carefully examined all ongoing donor initiatives launched under the previous government. This was most apparent in the Parliament's assessment of PROGATI efforts to establish a Budget Analysis and Monitoring Unit (BAMU). The newly elected parliamentary leadership halted ongoing efforts that had been initiated under the previous BNP Speaker. It took nearly 10 months (from April 2009 through January 2010) of discussion, negotiations, and donor coordination before BAMU activities were allowed to move forward. Likewise, the government review of civil activities involving corruption, through the Nongovernmental Organization Affairs Bureau (NGOAB), proved extremely

lengthy in the post-election period. The NGOAB review process—expected to be a maximum of 45 days—took an average of 140 days.

A second trend was the sustaining of key transparency initiatives launched under the caretaker government. Lt. Gen. Hasan Mashhud Chowdhury (Ret.), who had aggressively pursued corruption cases under the caretaker government was retained as chairman of the ACC through March 2009. In July 2009, Bangladesh passed the Right to Information (RTI) Act ensuring access to information on both government and NGO activities. At this time, after many years at or near the bottom, Bangladesh made important gains on the Transparency International (TI) Corruption Perceptions Index. Table 1 details Bangladesh’s ranking on the TI Index over the life of PROGATI.

TABLE 1: BANGLADESH’S RANKING ON TI CORRUPTION PERCEPTIONS INDEX

Year	Rank	Score	Rating Range ¹
2008	147	2.1	1.7–2.4
2009	139	2.4	2.0–2.8
2010	134	2.4	1.9–3.0
2011	120	2.7	1.9–5.2

As the AL led government assumed control of public administration, transparency initiatives waned and rising commodity prices, power availability and traffic congestion overtook corruption as high-priority issues. Several major corruption scandals involving senior government officials began to emerge, however, including manipulation in the stock market (2011)², large amounts of suspicious money in the vehicle of the Railroads Minister (2012)³, and the cessation of World Bank funding for the Padma Bridge over allegations of corruption (2012)⁴.

¹ Transparency International Corruption Perception Index – cpi.transparency.org

² <http://www.thedailystar.net/newDesign/news-details.php?nid=181546>

³ <http://www.thedailystar.net/newDesign/news-details.php?nid=229982>

⁴ <http://www.thedailystar.net/newDesign/news-details.php?nid=222586>

B. PROJECT OBJECTIVES AND KEY ACTIVITIES

Table 2 summarizes the PROGATI objectives and key associated activities.

TABLE 2: PROGATI OBJECTIVES AND KEY ACTIVITIES

Objective	Key Activities
Strengthen media to serve as an effective public watchdog.	<ul style="list-style-type: none"> ● Establish the Journalism Training and Research Institute (JATRI), a center for investigative journalism. ● Train journalists on investigative reporting skills. ● Train journalists on using RTI requests to investigate corruption. ● Establish fellowship programs for women journalists. ● Train nascent community radio stations and journalists. ● Train government officials on public outreach and communication.
Strengthen civil society to support and promote anticorruption reforms.	<ul style="list-style-type: none"> ● Train and mentor civil society organizations (CSOs) on using tools to monitor government performance, including community scorecards, audit reports, and social audits. ● Build civil society leadership, ethics, and administrative management skills. ● Train CSOs on understanding the national budget. ● Develop a national action plan for anticorruption reforms. ● Engage private sector associations in anticorruption reforms.
Strengthen Public Institutions oversight capacity.	<ul style="list-style-type: none"> ● Support Comptroller and Auditor General (CAG) to more constructively engage with civil society, media, and auditees. ● Establish intergovernmental working groups on financial oversight, transparency, and implementing RTI. ● Strengthen internal controls of government ministries. ● Support Information Commission to promote proactive disclosure and improve internet presence. ● Support ACC's public outreach capacity.
Strengthen Parliament oversight capacity.	<ul style="list-style-type: none"> ● Establish BAMU. ● Train parliamentary officials on budget analysis skills. ● Support Members of Parliament (MPs) to actively participate in the budget process through workshops and research. ● Strengthen a budget analysis community of practice of think tanks and experts.

C. PROJECT IMPLEMENTATION STRATEGY

The PROGATI project was based on the assumption that greater government transparency and accountability of public institutions can be achieved through improvements in the institutional and legal framework; effective internal government auditing and checks and balance systems; and greater citizen and media oversight of public funds and decision making. The project specifically aimed to support the supply of good governance by strengthening the Office of the Comptroller and Auditor General (OCAG),

and bolstering the legislative oversight capacity as a check on executive authority through key parliamentary committees and establishment of a parliamentary budget analysis unit. PROGATI also sought to generate demand for transparency and accountability by supporting civil society and citizen groups to carry out a more effective watchdog role through building coalitions and networks and strengthening the quality of journalism on governance issues through the establishment of a center for investigative journalism. Control, supervision, and auditing of the central government budget are logical first steps to begin to contain corruption. The program focused on creating a more transparent participatory national budget development process, increasing governmental and civil society oversight on budget formulation enhancing oversight of public expenditure.

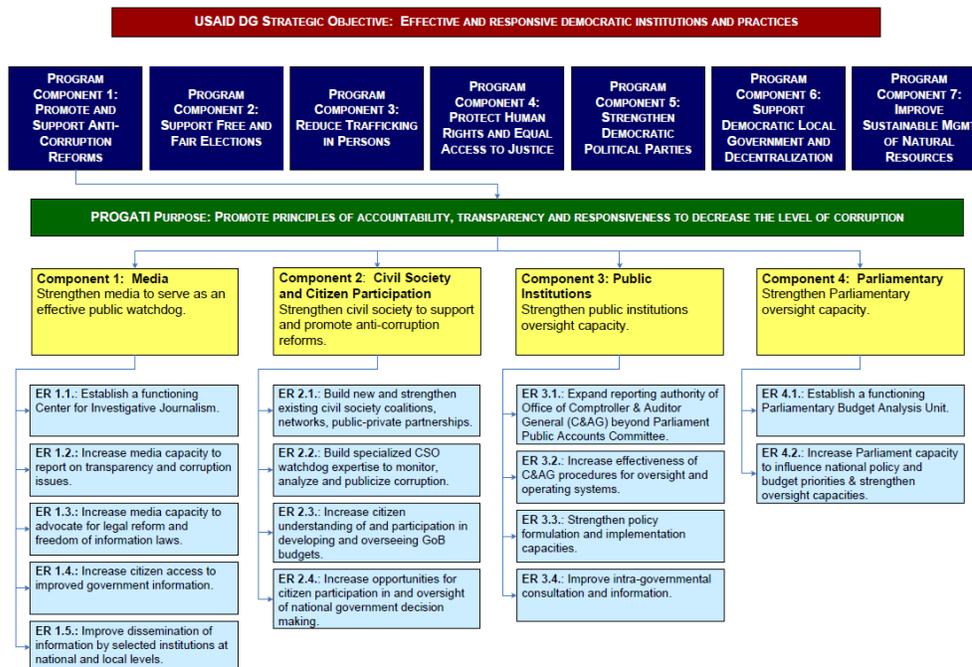
As presented in Figure 1, the PROGATI design emphasized four sectors key to the anticorruption effort—media, civil society, public institutions, and Parliament.

These sectors, or components, were not implemented individually, however. Recognizing that it is not possible to address corruption simply by focusing on one sector, working with civil society for example, PROGATI purposefully fostered partnership across sectors. This represented a new approach for Bangladesh where local counterparts had minimal, if any, experience with such partnerships.

The PROGATI strategy comprised three principles. First, bring together a critical mass of leaders and managers from all sides to design and guide reform processes. Ownership over these processes is essential: it ensures commitment and encourages sustainability of results and outputs. Leaders are not just those who hold official appointments; they also include non-formal leaders who by their attitude, action, and contribution are respected by the communities involved. Relying on a broad cross-section of leaders encourages better understanding of the causes and impact of corruption on the social, cultural, and environmental system.

FIGURE 1: PROGATI FRAMEWORK

Second, actively link and build relationships built on trust and confidence between civil society, media, and government. Real and perceived injustices of any kind, in particular marginalization and exclusion,



will inhibit reform and slow the adoption of new systems of transparency and accountability. Strong and lasting coalitions are formed when groups come together to work on common goals in an environment of respect and mutual support.

Third, pursue opportunities that keep these groups in sustainable creative interaction. Bringing government, CSOs, and media groups together and building trust and confidence between them are goals not quickly or easily achieved. Addressing and changing perceptions and attitudes regarding corruption built up over many years can take many years to achieve. Maintaining interaction between these groups beyond the program period is critical if the mindset of citizenry is to be changed from “victim” to “reformer and creator” of the future.

The success of this strategy can be seen in several initiatives that resulted in new and sustainable public-public and public-private partnerships. During Year 1, these took the form of working groups on gender, monitoring and evaluation (M&E), and project management involving staff from across partner organizations and public institutions. This joint work continued throughout the project as annual workplans and major project activities were developed with representatives of partner organizations—both public and private.

The following highlight some of the key partnerships to address and reduce corruption developed through PROGATI:

- **CAG and Media—CAG Media and Communication Cell:** Beginning in 2009 (Year 2), PROGATI events began to highlight the advantages of greater CAG transparency and engagement with the media. In Year 3, a workshop on CAG media relations launched a series of joint training sessions for CAG official and journalists. For the CAG, these training sessions focused on media relations, understanding what journalists consider news and how to simply explain audit reports. For reporters, the training covered the core elements of audit reports and how they might be used for investigative journalism. The joint activities, in cooperation with Canadian International Development Agency programming, resulted in the CAG establishing a Media and Communications Cell to coordinate media interest in audit reports, holding the first CAG press conference, and collaborating on an investigative journalism fellowship program focused on the content of audit reports.
- **Private Sector and Government—Reducing Corruption for Women Entrepreneurs Working Groups:** PROGATI supported the Bangladesh Women’s Chamber of Commerce and Industry (BWCCI) to establish working groups to address corruption targeting women entrepreneurs. The groups brought together BWCCI members and small and micro women entrepreneurs with officials from local government, ACC, National Board of Revenue (NBR), OCAg, and other oversight institutions to discuss and seek solutions to problems such as corruption in business licenses, taxation, access to credit, and utility payments. These forums, originally started in Khulna and at the national level, were expanded to Rajshahi and Rangpur in Year 5. In Khulna, the working group succeeded in establishing a woman entrepreneur’s desk for business license applications.
- **Auditor and Auditee—Financial Oversight Working Groups:** In 2010 (Year 3), PROGATI launched Financial Oversight Working Groups that brought together representatives from OCAg and partner ministries to improve coordination and collaboration. Building from initial meetings, which represented the first time the CAG and Ministry Secretaries were meeting, these groups evolved into important forums to discuss audit findings and improving internal audit capacities. PROGATI

supported Financial Oversight Working Groups in the Ministries of Food and Disaster Management; Local Government, Rural Development, and Cooperatives; Health and Family Welfare; and NBR.

- **Civil Society and Government—Community Scorecards and Citizen Charters:** Starting in 2009 (Year 2), PROGATI introduced community scorecards as a method for monitoring public services at the local level and starting dialogue between civil society and government officials about corruption issues. More than 400 community scorecards, with associated civil society/government consultation forums were conducted. In 2012 (Year 5), PROGATI supported development of citizen charters for local public services. These charters were developed in a partnership between citizen groups and local officials through a series of meetings. A total of 35 charters were developed for health, education, and local government services.
- **Information Commission and Ministries—Proactive Disclosure:** In 2011 (Year 4), PROGATI sponsored a study tour to the United States focusing on proactive disclosure. Following this successful trip, PROGATI (Year 5) supported establishment of the proactive disclosure initiative between the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD) and the Information Commission. The PROGATI initiative represents the first significant partnership between the Information Commission and a ministry on information disclosure policies. As a result of the partnership, MoLGRD developed a disclosure policy, the first ministry to do so.
- **CAG and Civil Society—Transparency and Accountability Consultations:** In 2010 (Year 3), PROGATI supported the CAG to conduct outreach to CSOs involved in monitoring government services. This included an initial meeting with CSOs at OCAG—the first time CSOs had been invited. Several subsequent meetings, both in Dhaka and in the divisions, have helped to strengthen this relationship.

D. DONOR COORDINATION

PROGATI management actively participated in two inter-donor coordination bodies—the Local Consultative Group on Political Governance, and the Donor Taskforce on Parliamentary Oversight. The following summarizes major coordination with other donors on programmatic activities.

Canadian International Development Agency (CIDA)—PROGATI collaborated with the CIDA-funded Strengthening Comptrollership and Oversight of Public Expenditure (SCOPE) project to support OCAG, particularly in improving CAG media outreach. The collaboration began in March 2010 with the participation of Kenneth Dye, former Canadian Auditor General, in a PROGATI training on media relations for CAG officials. This partnership continued and the launch of the CAG’s Media Cell, in May 2011, included both the U.S. Ambassador and the Canadian High Commissioner to Bangladesh.

Royal Dutch Embassy—Due to PROGATI’s significant involvement in promoting the RTI law, the Royal Dutch Embassy sought the project’s guidance in developing new programming. PROGATI staff participated in the establishment of an RTI Working Group and many PROGATI local partners assumed leadership roles.

World Bank Institute (WBI)—Throughout the project, PROGATI staff frequently met with WBI staff and consultants to discuss the progress of the BAMU established in the Bangladesh Parliament and seek opportunities for collaboration. In Year 5, WBI supported a study tour to Canada that had originally been planned and designed by PROGATI. The PROGATI Parliament Component Manager participated in the

tour, along with the Parliament Secretary and BAMU Director, to observe the operations of a working parliamentary budget office.

E. PROJECT MANAGEMENT

International Subcontractors

Academy for Educational Development

International Research and Exchange Bureau

Key Staff

David Pottebaum—Chief of Party, 2007–2010

Johannes Go—Grant Manager, 2007–2009

Jeremy Kanthor—Deputy Chief of Party, 2009–2011

Hugh Orozco—Chief of Party, 2010–2011

Connie Paraskeva—Chief of Party, 2011

Dennis Gallagher—Chief of Party, 2011–2012

Beth Cunningham—Deputy Chief of Party, 2011–2012

Local Grants and Subcontract Management

Through five years of PROGATI implementation, DAI administered a fund for local grants and subcontracts totaling \$7,731,000. The following table highlights the major grantees and subcontractors and their roles. A total of 30 grants and 98 subcontracts were funded through this mechanism. Table 3 presents key grantees and subcontractors, including those presented in DAI's original proposal.

TABLE 3: KEY PROGATI GRANTEES AND SUBCONTRACTORS

Partner Name	Role
Bangladesh Enterprise Institute (BEI)*	Supported collaboration between public institutions, with specific focus on CAG and partner ministries.
Bangladesh Institute of Development Studies (BIDS)	Provided budget education events for MPs.
BWCCI	Provided information to women entrepreneurs on avoiding corruption.
Democracywatch (DW)*	Trained and guiding grassroots CSOs to monitor corruption, with specific focus on national budget oversight.
International Business Forum of Bangladesh (IBFB)	Engaged private sector actors in anticorruption reform.
Institute for Governance Studies (IGS)*	Provided budget analysis training and research.
JATRI	Trained journalists on investigative reporting and research on media topics.
Khan Foundation (KF)	Trained and guided grassroots CSOs to monitor corruption, with specific focus on community scorecards.
Management Resources and Development Initiative (MRDI)	Trained journalists and advocacy on RTI.
Rupantar	Trained and guided grassroots CSOs to monitor corruption, with specific focus on anticorruption campaigns.
Unnayam Shammanay (US)	Provided Budget analysis training for BAMU staff and budget education events for MPs.

* = proposed as subcontractor in original proposal.

Annex VI presents details on the grants and subcontracts awarded under PROGATI.

CHAPTER TWO: ACTIVITIES, RESULTS, IMPACTS, SUSTAINABILITY

In this section, the PROGATI activities, results, impacts, and sustainability initiatives will be described for each of the four project components. Additionally, this section covers two areas of programmatic focus. First is the significant effort to build leadership and institutional development of PROGATI partner institutions and organizations. Second, the PROGATI request for task order proposals and resulting task order contract included a Window of Opportunity Fund. This section includes details on how those funds were used.

The discussion in each of the components is organized by the Expected Results from the PROGATI Task Order. Following the one-year extension, a task order modification resulted in new expected results for Year 5 for the Public Institutions and Parliament components. For these two components, separate Year 5 sections cover the activities, results, impacts, and sustainability initiatives conducted during the extension.

A. LEADERSHIP AND INSTITUTIONAL DEVELOPMENT

Strong and effective leadership is required to support reform processes and promote fair and just governance. PROGATI strives to build the capacity of local leaders both in government and civil society, including men, women, and youth, throughout the implementation cycle. Meetings, informal discussions, formal training events, and field-based mentoring prepare participants to assume greater responsibility for and control over their actions, and increase their capacity to empower and develop their communities. (PROGATI Year 2 Workplan)

From its inception, PROGATI built and strengthened relationships by inviting leaders from all groups to participate in training courses, campaigns, and planning events in order to develop a common mental framework for reform and change. Within the project, PROGATI focused on two groups: 1) the PROGATI Advisory Group, and 2) the PROGATI Management Group.

Advisory Group. The PROGATI Advisory Group was composed of the senior leaders—Executive Directors, Presidents—of our partner organizations, as well as those representing key public institutions. The Advisory Group role was to:

- Create a form to build relations between organizations and institutions and across sectors.
- Provide strategic direction to the project management team.
- Review significant changes in the operating environment.

PROGATI organized three Advisory Group meetings. These included a presentation on talent management and succession planning, one of the key challenges facing many of the PROGATI partner organizations.

Management Group. The Management Group was composed of project mid-level managers from partner organizations and public institutions responsible for managing PROGATIs. The Management Group role was to:

- Lead formulation and implementation of annual PROGATI workplans.
- Ensure efficient and effective operations and high-quality impact.

PROGATI organized 10 Management Group meetings. These meetings included instruction on USAID policies, discussions of project challenges and lessons learned, and team building exercises. Meetings also incorporated training on topics such as presentation skills, gender awareness, and M&E.

In addition to the Advisory and Management Groups, PROGATI instituted several initiatives to strengthen leadership and improve organizational development among partner organizations.

International Anti-Corruption Conference (IACC) Delegations. PROGATI sponsored delegations to the 2008 and 2010 IACC conferences in Athens, Greece, and Bangkok, Thailand, respectively. These delegations offered an important opportunity for senior representatives across the program components to substantively engage in international best practices for combating corruption. Following both trips, participants conducted open presentations to ensure wide dissemination of conference lessons. Table 4 presents the participants in the two IACC delegations.

TABLE 4: PARTICIPANTS IN IACC DELEGATIONS

13 th IACC, 2008—Athens, Greece		14 th IACC, 2010—Bangkok, Thailand	
Name	Organization	Name	Organization
Arastoo Khan	Ministry of Finance	Ahmed Ataul Hakeem	CAG
Manzur Hasan	IGS	Selima Ahmad	BWCCI
Samia Rahman	NTV	Safar Raj Hossain	Former Government Official
Wahida Iqbal	Bangladesh National Women's Lawyers' Association	Farooq Sobhan	BEI
Ahmed Ataul Hakeem	CAG	Shahanaz Munni	ATN
Shahnaz Rinvy	Channel 1	Sultana Rahman	NTV
Shahnaz Kareem	IGS	Ferdousi Begum	Grameen Alo
Selima Ahmed	BWCCI	Abu Md. Mustafa Kamal	ACC
Kamrul Islam	Bangladesh Parliament	Syed Amdadul Huq	Ministry of Food and Disaster Management (MoFDM)
Safar Raj Hossein	Former Government Official	Sadeka Halim	Information Commission
		Kalachand Mondol	National Institute of Population Research and Training

Workplan Development Meetings—PROGATI partners were actively engaged in setting programmatic priorities, assessing local needs and developing annual workplans. All partner meetings were organized to launch the workplan process and to present and discuss an initial draft. Smaller meetings, for component-level activities and cross-component initiatives were organized throughout the two months leading up to workplan completion. In Year 2, a total of 15 meetings were held to develop the PROGATI workplan. In Year 3, this increased to 19 meetings. By Year 4, a total of 17 meetings engaging partner organizations and institutions in workplan development were held.

Organizational Assessment (OA) and Institutional Development Training—From July to November, 2008, PROGATI carried out an OA with eight local partner organizations. The primary objective of these assessments was to gain understanding of the existing institutional capacity of these local partners. Based on the assessment results, PROGATI provided capacity building support to strengthen their ability to manage and implement PROGATI grant award and subcontract activities and workplans. Using a standard OA survey instrument, a team of PROGATI staff visited each partner to complete a comprehensive review covering five major areas of organization:

1. General information – Focusing on relevant government registration, funding sources, mission and vision statement, and geographic presence.
2. Organizational elements – Capturing information on organizational governance, and staffing structures and profiles.
3. Finance and administration – Assessing the strength of financial management and oversight through review of policies, segregation of duties, financial controls, and audit.
4. Human resources – Reviewing policies on recruitment, gender policies, and turnover.
5. Recommendations for capacity building – Gathering feedback from staff on the organization’s capacity building needs to better achieve their core mission.

Information collected from each organization was assembled in order to prepare an OA report for each individual organization. The common areas of need of all eight organizations were identified, listed, and prioritized. At the same time, the common needs were also considered as next steps for capacity improvement of the organizations. The common areas of assessment report, along with an action plan, were presented and shared with partners meeting for comments and approval.

The data collected through OA demonstrated the major capacity building areas for all the organizations. Some of the significant areas for improvement are as follows:

- Strengthen partner organizations’ accounting systems and procedures. This step should be followed by building staff capacity to operate the new systems.
- Review existing financial operational manuals of local partners in order to establish standard principles and practices, particularly in the areas of procurement and inventory management.
- Strengthen leadership skills for senior managers.

Based on the findings of the organizational assessment, PROGATI designed and implemented a total of 16 training courses, comprising a total of 46 total days of training. The PROGATI institutional development training, covering topics such as financial accounting, budget development, and human resources, attracted 168 participants from the 12 partner organizations. The PROGATI effort represented a total of 476 person days of training.

Table 5 summarizes the PROGATI institutional development training topics. A complete breakdown of training participation by partner organization can be found in Annex VII.

TABLE 5: PROGATI INSTITUTIONAL DEVELOPMENT TRAINING TOPICS

PROGATI Institutional Development Training	Total Days	Total Participants
Financial Accounting Principles and Practices 1 (Entry)	3	10
Financial Accounting Principles and Practices 1 (Intermediate)	3	7
Financial Accounting Principles and Practices 2 (Entry)	3	8
Financial Accounting Principles and Practices 2 (Intermediate)	3	6
Financial Accounting Principles and Practices 3 (Entry)	3	6
Financial Accounting Principles and Practices 3 (Intermediate)	3	7
Financial Accounting Principles and Practices 4 (Entry)	3	7
Financial Accounting Principles and Practices 4 (Intermediate)	3	8
Training of Trainers (Beginner)	5	10
Training of Trainers (Master)	5	12
Budget Development	3	25
Budget Management	3	18
Human Resources	1	20
Managing for Success	1	6
Gender Training of Trainers	1	10
M&E	3	8
Total	46	168

In addition to the training courses, PROGATI supported eight partner organizations to complete Financial and Administrative Manuals to strengthen their operations. These partners included: BEI, DW, IBFB, KF, MRDI, BWCCI, JATRI, and Rupantar.

B. COMPONENT 1: MEDIA

The following section describes PROGATI's work in the media component across five expected results. A summary of the key activities and achievements is presented for each of the expected results. The media component activities continued for Years 1 – 4; there was no media component in Year 5.

Expected Results	<p>1.1 Establish a functioning and sustainable Center for Investigative Journalism.</p> <p>1.2 Increased capacity of the media to report on transparency and corruption issues leading to a stronger public watchdog role.</p> <p>1.3 Increased capacity of the media to advocate for legal reform and freedom of information laws.</p> <p>1.4 Increased citizen access to improved government information.</p> <p>1.5 Improved dissemination of information by selected public institutions at both the national and local levels.</p>
Key Results	<p>JATRI established, supported, and operating fully self-sufficient for more than one year.</p> <p>More than 500 journalists trained on investigative reporting.</p> <p>Trained 657 journalists on RTI.</p> <p>Developed RTI Manual for journalists.</p> <p>12 fellowships on investigative journalism completed.</p> <p>40 fellowships for women journalists completed.</p>
Impact	<p>27 women journalism fellowship participants currently working in media sector.</p> <p>85 RTI requests submitted. Five journalists have filed complaints against designated officers of different authorities. Designated officers and journalists were issued seven summons by Information Commission for seven hearing sessions.</p> <p>JATRI Fellow won the 2011 United Nations Educational, Scientific, and Cultural Organization (UNESCO) award for best investigative piece on a report completed through the fellowship program.</p> <p>CAG established a Media and Communication Cell based on PROGATI technical support.</p>

EXPECTED RESULT 1.1: ESTABLISHMENT OF A FUNCTIONING AND SUSTAINABLE CENTER FOR INVESTIGATIVE JOURNALISM.

Host Selection Process: In January 2008, PROGATI conducted a search for an organization to host the center. In interviews conducted as part of the search, media professionals expressed a degree of estrangement from active NGOs that support development of the sector. No media-focused NGOs have taken a clear advocacy role with regard to media freedom and independence, and no NGO or institute has any particular focus on investigative journalism. Journalists were unable to nominate an existing organization as a logical host of the center. Journalism instructors from various universities made strong pitches for their respective institutions to be selected as host.

These and other comments, ideas, and suggestions gathered during the interviews informed the selection of criteria used to guide the host selection process. The criteria used to gauge organization suitability include:

- Political bias (ideal: neutral).
- Reputation (ideal: highly respected and regarded).
- Experience (ideal: broad and deep).
- Ability to connect with change-willing gatekeepers (ideal: strong ability and broad network).
- Vision and enthusiasm (ideal: modern and far reaching; enthusiastic).

- Stability (ideal: strong, well-established organization).

A total of 15 organizations were interviewed initially and ranked according to data collected against these criteria. PROGATI selected these organizations based on their ongoing operations in media and widespread knowledge of their work and accomplishments in the field of media and communications.

While no organization stood out as the preferred candidate, consensus was reached on a shortlist of potential hosts. The selection process, organizations included in the search, and recommended finalists were presented to USAID on January 31, 2008. Meeting participants discussed the findings of the assessment, and broadened the discussion to include views and perceptions of other organizations not included in the list of 15 organizations interviewed. Merits of additional organizations were brought into the discussion as none of the 15 initial organizations stood out as a clear choice for host, and to ensure that all possible hosts were considered.

The meeting concluded with agreement that PROGATI would hold more detailed discussions with each shortlisted organization and with media professionals on their views of shortlisted organizations. This would provide PROGATI with a more nuanced assessment of these organizations and of their suitability to host the center. It was agreed that the preferred host would be selected by the end of March 2008.

In conducting the final-round assessment, PROGATI staff met with the lead candidate organizations. Discussions were also held with journalists, news editors, academics, and representatives of the Press Club and Dhaka Reporters Unity to gather their ideas and perceptions of the remaining candidate organizations.

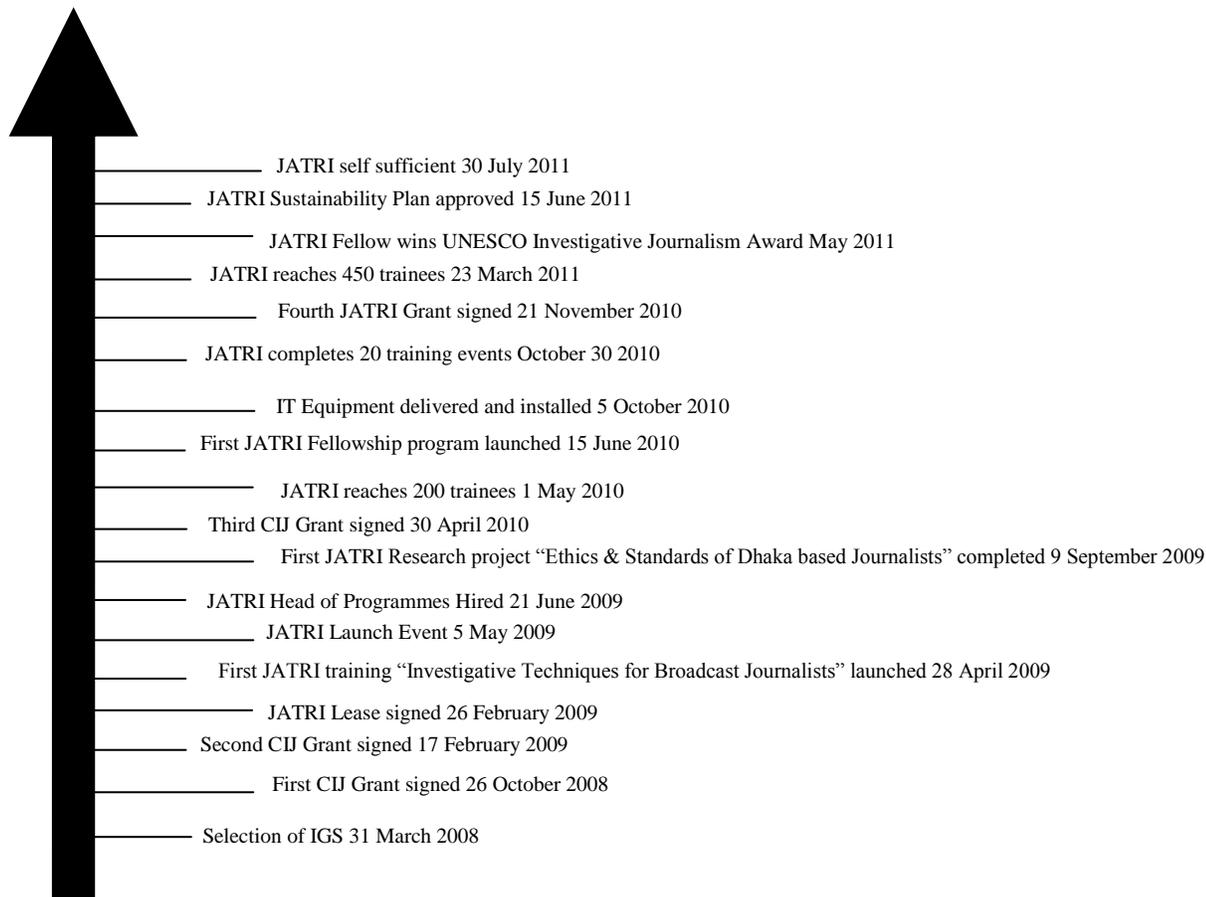
Three main themes were investigated in this final round of interviews, including the perceived integrity of each organization, their institutional capacity to conduct the required tasks, and vision and leadership that each organization could bring to the center.

Following the assessment, PROGATI scored each organization against each theme using data collected from interviews.

PROGATI concluded the search process the week of March 23, selecting IGS/BRAC U as the most suitable candidate for this important role. They expressed a very strong and positive vision for the center, very much in line with that of USAID and PROGATI. IGS/BRAC U possesses very strong in-house leadership and a good reputation for program management.

JATRI Implementation: Four phases of JATRI development followed the selection of IGS/BRAC U as the host for the center for investigative journalism: 1) creation, 2) orientation, 3) consolidation, and 4) sustainability. A timeline of major JATRI milestones can be found in Figure 2.

FIGURE 2: MAJOR JATRI MILESTONES



Creation—The first stage of JATRI development focused on establishing the overall structure, staffing and physical local of the center. Immediately after the selection of IGS/BRAC U, PROGATI staff began a series of discussions about what the center might look like, the needs for investigative journalism training and the size and scale of the center staff and resources. There was no similar model for such a center in Bangladesh and IGS/BRAC U had not previously worked in the media sector. The IGS/BRAC U team determined that, given the highly politicized nature of Bangladeshi media and the need to maintain neutrality, a set of broad consultations with media was an immediate need. These consultations continued through 2008 and resulted in some key decisions. First, the center should be located in the Karwan Bazaar section of Dhaka, the heart of the media sector. Second, the center should offer “full service” support to journalists—including training, research, and a resource center. With PROGATI support, initial staff were identified and brought on board and initial staffing plans developed. An initial vision statement was developed placing investigative journalism at the core of the center’s mission, and branding the center JATRI. JATRI established a board of directors including individuals from the media, private and academic sectors.

Throughout Year 2 and into Year 3, JATRI recruited and brought on staff to fully staff up the training, research and operations teams. A lease was signed for a 10,000 square foot office in Karwan Bazaar and,

with PROGATI Senior Management support, the space was designed for the full range of activities JATRI would support. Complete renovation of the space was finished in mid-2009.

Orientation—The second phase of JATRI development focused on developing and testing the content for JATRI training and technical services and establishing JATRI as a provider of investigative journalism support. Even before the JATRI space was completed renovated, JATRI held its first training event - Investigative Techniques for Broadcast Journalists for 30 journalists. Shortly after, with PROGATI support, JATRI developed a portfolio of five training modules.

1. Investigative Techniques for Broadcast Journalists.
2. Investigative Techniques for Print Journalists.
3. Storytelling.
4. Interviewing and Source Development.
5. Ethics and Standards.

Initially, international trainers were involved in conducting the training, but by Year 3, these trainings were conducted by JATRI staff. Table 6 presents the number of training events and participants per year.

TABLE 6: JATRI TRAINING EVENTS BY YEAR

	Training Events	Training Participants
Year 2	4	79
Year 3	17	283
Year 4	9	192

Since launching in 2009, JATRI has undertaken five research projects focusing on the media sector and issues of national concern.

1. State of Ethics in Bangladeshi Media.
2. Challenges and Opportunities in Covering Climate Change Issues: A Study on the Journalists of seven Affected Districts of Bangladesh.
3. Experience in Using RTI Act for Access to Information: A Study on Dhaka-based Journalists.
4. State of Press Freedom in Bangladesh 2010.
5. Women Journalists in Bangladesh.

Each research project has been publicly presented, and several have garnered significant interest by the media. This research focus on the media sector represents an important niche for JATRI. JATRI's initial research effort, on the State of Ethics in Bangladeshi Media, was accepted for presentation at the World Journalism Education Congress in South Africa in 2010. The abstract was peer reviewed by an international panel of judges and was accepted for presentation.

Consolidation—Throughout PROGATI’s fourth and final year (before the extension was announced), staff worked with JATRI to develop a plan for long-term sustainability as a center focused on investigative journalism. These plans started based on the understanding that USAID would continue to fund JATRI operations, at a reduced level, for some time. Subsequently, the requirement that JATRI become entirely self-sufficient was made clear to JATRI management.

Working closely with JATRI, IGS and BRAC U., PROGATI assisted in the development of a sustainability plan that emphasized a rapid diversification of funding including work with USAID projects and other donors. The plan was submitted to USAID and was approved on June 15.

JATRI is well positioned to become fully self-reliant. In less than two years, JATRI developed strong brand identification and has already started to diversify funding sources. PROGATI support to JATRI, including initial development of a mission and vision, establishment of state-of-the-art premises, financial management support, and the development of a core set of training modules has been influential to a strong track record of training, research and media outreach services.

Funding for JATRI operations through PROGATI ended on July 30, 2011.

Sustainability—As of September 2012, JATRI remains a viable training and research institution. After a timely infusion of funds from BRAC U, JATRI is now covering their operational costs thanks to an expanding portfolio of projects.

In just one year after graduating from USAID support and three years after opening their doors, JATRI has achieved total self-sufficiency. By leveraging USAID investments in capacity, space and technology, JATRI is now operating as a sustainable media center in Bangladesh.

The challenges of promoting investigative journalism in Bangladesh remain. JATRI has effectively implemented a strategy that takes advantage of a ready market for general media development skills with donor support for investigative journalism.

In the past year, JATRI has made important contributions to investigative journalism in Bangladesh. A JATRI Investigative Journalism Fellowship award supported the use of public audits for reports on corruption. These reports uncovered fraudulent loans at state owned banks just before a massive scandal hit the press. The reports also highlighted massive unrecovered fees owed to the airport authority.

JATRI has a growing portfolio of projects to strengthen media in Bangladesh and promote investigative journalism. They are teaming with UNICEF to support investigative journalism fellowship on issues of women and children, and with Campaign for Tobacco Free Kids on health issues. They won a contract, in large part due to the facilities established with USAID assistance, to provide English language classes to journalists. And they have conducted in-house training for crime and finance reporters in three new media outlets on investigative skills.

Challenges: The establishment of a new, fully sustainable institution focused on investigative journalism in Bangladesh was not without challenges. The following describes four major challenges PROGATI encountered in supporting JATRI.

Challenge 1: Environment for Investigative Journalism – JATRI’s plan for sustainability must be considered within the context of the current state of investigative journalism and demand for investigative journalism services in Bangladesh. The reasons for why investigative reporting is not widely practiced in

Bangladesh are numerous. The following summarizes some of the major reasons why promoting investigative journalism remains a development challenge:

1) Influence of Vested Interests: The ownership structure of Bangladeshi media houses and the highly politicized environment for journalism serve to stifle investigative journalism. Owners, who seek to foster positive relations with government for other business interests, may not wish to promote hard-hitting investigative pieces which may cause tension or conflict with key officials. Owners who have known political affiliations may use their media houses to promote one political party over another, and not conduct unbiased investigations. Finally, government advertising is a major source of income for many newspapers; investigative reports that generate embarrassing revelations about government may jeopardize this key source of revenue.

2) Environment for Journalists: While Bangladesh has an expanding media sector, there remain limitations to what journalists can investigate. As the 2011 U.S. Department of State report on Human Rights in Bangladesh notes: “Attacks on journalists continued to be a problem. There was an increase in individuals affiliated with the government or ruling party harassing, arresting, or assaulting journalists. According to Odhikar and media watchdog groups, at least one journalist was killed, 139 were injured, one was arrested, 43 were assaulted, 53 were threatened, and 23 had cases filed against them during the year... Journalists perceived to be critical of the government and those aligned with the opposition alleged harassment from unspecified wings of the security forces and members of the ruling party.”

3) Short- vs. Long-Term Focus: While the Bangladeshi media sector is flourishing there remains an orientation towards short-term payoffs. Investigative journalism, which entails a methodical and often tedious analysis of data and sources, necessarily requires a focus on long-term payoffs. Media sectors around the world face the pressures of short-term financial payoff, however this dynamic it is particularly pronounced in Bangladesh.

4) Emphasis on Media Capacity Building: In general, journalists and media houses are not habituated to pay for training, especially for technical skills that may not be valued within the sector. To date, efforts to promote investigative journalism have been supply oriented. While journalists and media houses are clearly interested in receiving free training; due to the factors described above, they have not yet demonstrated a willingness to pay significant amounts to develop these skills.

Challenge 2: Delays in Starting Up and Recruitment—Host efforts to gain the necessary buy-in from BRAC U officials, leading editors and practicing journalists took more time than originally planned. So, too, did their staff recruitment efforts, particularly for office management and administrative positions. While IGS/BRAC U. work to gain buy-in and support was useful and successful, recruitment delays, in turn, resulted in further delays to other tasks in the workplan, including the design of initial training activities.

JATRI did not appoint staff members with significant media experience. The calculation of maintaining neutrality (not hiring individuals with associations to media houses) resulted in a relatively junior staff who lacked first-hand knowledge of journalistic skills. The resulting credibility gap with their core audience led to an approach of hiring more experienced journalists on an ad hoc basis as co-trainers.

Challenge 3: High Staff Turnover—Even as recruitment efforts took longer than expected, JATRI experienced high turnover among key staff positions. Both the initial Director of Training and Director of Research left within the first year of operations. The turnover was the result of several factors. JATRI staff were treated as time-bound “project employees” by BRAC U., without the benefits and certainty

associated with a permanent position. The evolving relationships between JATRI, IGS and BRAC U. evolved over time, but lack of clarity and decision making authority resulted in several departures. Finally, as the end of PROGATI's Year 4 approached and without information on JATRI's funding sources after their fourth grant ended, many staff left to seek more stable jobs.

Challenge 4: Balance between Oversight and Independence—PROGATI was responsible for founding and building the capacity for a newly created institution in a short period of time. The PROGATI staff had to establish a balance between the hands on support and direction necessary to ensure progress and allowing sufficient independence to enable JATRI staff to experiment and learn from mistakes. For example, PROGATI staff worked closely with JATRI to develop an organizational chart and scopes of work for staff positions, but did not lead the recruitment or have final say over decisions. The role of BRAC U. as the host institution greatly influenced this balance. It was assumed that JATRI would benefit immediately from BRAC U. established financial, administrative and fund raising systems, and IGS/BRAC U. actively sought greater autonomy. A stronger role for PROGATI in staffing decisions and day-to-day management of JATRI may have resulted in quicker action and appointment of more experienced staff.

EXPECTED RESULT 1.2: INCREASED CAPACITY OF THE MEDIA TO REPORT ON TRANSPARENCY AND CORRUPTION ISSUES LEADING TO A STRONGER PUBLIC WATCHDOG ROLE

The PROGATI approach to increase the capacity of the media to report on transparency and corruption issues included two key types of activities—1. Training on investigative journalism skills, and 2. Supporting investigative journalism fellowships.

Training on investigative journalism skills: PROGATI provided training to journalist in Dhaka and throughout the seven divisions on topics such as:

1. Investigative Techniques for Print Journalists.
2. Storytelling.
3. Interviewing and Source Development.
4. Ethics and Standards.
5. Investigative Techniques for Broadcast Journalists.
6. Upazilla Parishad Budget Reporting for Journalists.
7. Understanding the Contents of CAG Reports.
8. A five-module series for community radio journalists.

Training was principally completed by JATRI, with the community radio work implemented by the Bangladesh NGOs Network for Radio and Communications (BNNRC). Table 7 presents the number of journalists trained per year on investigative techniques.

TABLE 7: JOURNALISTS TRAINED ON INVESTIGATIVE TECHNIQUES, BY YEAR

Contract Year	Number of Journalists Trained
Year 2	61
Year 3	379
Year 4	242

Journalism fellowship programs: PROGATI supported two fellowship programs. One, through JATRI, provided support in strengthening investigative journalism skills. A second, through Newsnetwork, sought to enhance women’s participation in the media sector.

JATRI Investigative Journalism Fellowships: JATRI completed two fellowship programs. The first focused broadly on investigative skills. Investigative stories from the first fellowship program included a focus on the agricultural sector, ship breaking industry, and treatment of acid victims. In May 2011, a participant in the JATRI Investigative Journalism Fellowship Program won the UNESCO Best Investigative Journalism Award for a piece developed while he was a JATRI fellow. Mizanur Rahman Chowdhury was honored in a UNESCO ceremony for his article on tomato prices. JATRI Investigative Journalism Fellow received expert mentoring for senior journalists as well as time and resources to conduct investigative reports.

A second fellowship program focused specifically on using CAG reports for investigative journalism. Conducted in close coordination with the CAG Media and Communication Cell, fellows submitted RTI requests and wrote reports on public financial management. The fellowship resulted in published stories on Bangladesh government’s expenditures on the national airline and railroad system.

Women’s Journalism Fellowships: Women make up only 5 percent of working journalists in Bangladesh. In an effort to increase women participation, PROGATI supported a women’s journalism fellowship program. Conducted over two, nine-month phases, the program included 40 entry level journalists. The fellowship, implemented by Newsnetwork, provided three types of support to participants: (1) practical training to fellows on topics such as basic news reporting, story writing, journalistic ethics, investigative reporting, and interviewing techniques; (2) mentoring and technical support in completing investigative research projects; and (3) internships with reputable media organizations where fellows can apply new skills and build professional experience. As a result of the program, 27 of the participants now hold full time positions in the media sector.

Program Impact: PROGATI Journalism Intern secures long-term position

Less than a year ago, Shubarna Mostafa had never even looked through the viewfinder of a camera. Today, she is known to millions of Bangladesh television viewers as an on-air reporter for NTV, one of the country's leading news outlets. Shubarna gives credit for this transformation to a USAID-funded Promoting Governance, Accountability and Transparency Initiative (PROGATI) program. Shubarna, 25, is one of 20 aspiring young women journalists to complete nine-month journalism fellowships sponsored by PROGATI. PROGATI hopes to grow a culture of investigative reporting to increase reporting on corruption issues. The fellowships will also boost the number of women journalists in Bangladesh, where only 6 percent of the reporters or editors at 800 newspapers and nearly 20 broadcast outlets are women.

The PROGATI Women Journalism Fellowship puts awardees through a rigorous three-phase program. First, they concentrate on investigative reporting techniques. Second, they produce investigative reports. Third, they participate in internships in media houses. Shubarna said the program not only built her skills but her confidence. She came to Dhaka University in 2005 from Jamalpur, a small district river town in Northern Bangladesh. Inspired by her teacher to take the fellowship, Shubarna soon felt "all my fear disappear" as she was exposed to working journalists, who served as resource persons and mentors for PROGATI funded fellows.

"We were assigned to write news," she continued. "When we were interviewing people and collecting information, gradually I understood that the fear that I had was not there [any more]."

After completing the first two phases of the PROGATI Fellowship, Shubarna was placed at the Bangla Vision television station for her three-month internship. Fellows work in real news environments, where they learn to adapt to a hectic work place. In Shubarna's case, it was during her internship that NTV's chief of correspondents, called offering her a permanent position on the news team. She now covers the cultural beat, as well as general assignment stories.

EXPECTED RESULT 1.3: INCREASED CAPACITY OF THE MEDIA TO ADVOCATE FOR LEGAL REFORM AND FREEDOM OF INFORMATION LAWS.

When PROGATI started, the RTI law was still under deliberation. Passed by newly elected Parliament in July 2009, RTI allows citizens to request information from public institutions and CSOs. It also mandates that government institutions and CSOs designate an information officer and develop an information policy.

PROGATI's efforts on RTI focus on two key areas: 1. Supporting efforts to advocate for RTI and its full implementation; and 2. Providing training to journalists on using RTI to support investigative journalism efforts.

RTI Advocacy: PROGATI held several advocacy events, both before and after the law was enacted. These events drew attention to the importance of RTI, its potential impact for society, and shortfall in its implementation. The following lists the eleven RTI advocacy events supported by PROGATI:

- "Ensuring implementation of Right To Information Act in a pro-poor approach: role and potentials of media" – Dhaka, May 31, 2009
- "RTI and the Citizen's Right to Know" – Chittagong, September 14, 2009
- "RTI and the Citizen's Right to Know" – Sylhet, September 26, 2009
- "RTI and the Citizen's Right to Know" – Barisal, November 4, 2009
- "RTI and the Citizen's Right to Know" – Khulna, November 15, 2009
- "RTI and the Citizen's Right to Know" – Rajshahi, January 17, 2010
- "RTI Law Advocacy Event" – Khulna, June 5, 2010

- “RTI Law Advocacy Event” – Rajshahi, June 19, 2010
- “RTI Law Advocacy Event” – Chittagong, July 31, 2010
- “RTI Law Advocacy Event” – Barisal, August 9, 2010
- “RTI Law Advocacy Event” – Dhaka, September 23, 2010

Training to Journalists on RTI: PROGATI provided training to a total of 657 journalists on submitting RTI requests. The training began in Year 2 with a basic module on “Investigative Reporting on Corruption and Use of RTI Law.” Since the law was so new, and the infrastructure for the Information Commission to implement the law so low, the training and mentoring did not result in significant use of the law. As a PROGATI consultant noted in April 2010 “There doesn’t seem to be much media enthusiasm for the law right now. Reporters may be shying away because it hasn’t been fully implemented, and many are too comfortable with their network of human sources who delivery daily stories through leaks.” In Year 3, PROGATI supported an RTI help desk, working with journalists on developing and submitting their RTI requests. An adaptation to the RTI module, with a specific focus on public procurement, proved to be more effective.

PROGATI engaged two local partners who had been active in advocating for RTI and had significant training experience to conduct much of the work with RTI—MRDI and Mass Line Media Center (MMC). MRDI used an in-house approach, providing training in media houses, while MMC focused on training at the Divisional level. Table 8 presents how many journalists were trained on RTI per year.

TABLE 8: JOURNALISTS TRAINED ON RTI, BY YEAR

Contract Year	Number of Journalists Trained
Year 2	319
Year 3	278
Year 4	201

In addition, MRDI developed and disseminated a very popular manual for journalists on using the RTI law. Over 800 copies have been distributed to journalists nationwide.

Program Impact: RTI Skills lead to improve procurement compliance

In late 2009, PROGATI conducted training on “Investigative Reporting on Corruption and the Use of RTI Law” for 15 journalists and five editors of Grammer Kagoj, a local newspaper in Jessor, Bangladesh. During the training, participants learned that the government is required to post tender advertisements for the procurement of goods and services over a threshold amount. The advertisements must be advertised in the two highest circulation newspapers in the region.

The editor of the Grammer Kagoj, Mobinur Rahman participated in the training and decided to use the skills developed through the PROGATI training to investigate public procurement. Since his newspaper has the largest circulation in the area, he realized that the government agencies were not following the procurement law. “It struck me that if so then the highest circulated daily Grammer Kagoj should get all the advertisement of local purchase of government. As it was not...I found a subject to investigate immediate after the training.”

He immediately contacted two government units that he knew were most deficient in advertising public tenders. Using the RTI law, he inquired why these departments were not advertising their procurements and requested information about previous public tenders. “Honestly before that training I was not sure how a journalist can use this law in reporting. But, now I know how to use it to collect information.”

As his RTI request is being considered, Mobinur Rahman notices that these two government departments along with several others are now regularly advertising tenders in local newspapers making public procurement more transparent.

EXPECTED RESULT 1.4: INCREASED CITIZEN ACCESS TO IMPROVED GOVERNMENT INFORMATION

PROGATI efforts to increase citizen access to improved government information focused on two major activity areas: 1. RTI training for CSOs; and 2. Supporting nascent community radio stations.

RTI Training for CSOs: Beginning in Year 3, PROGATI, working with MRDI, started training for CSOs on using RTI to monitor government services. In total, 160 CSOs in Khulna, Rajshahi, Barisal and Chittagong received this training through Year 4. One of the key issues that PROGATI encountered, however, is that most of the organizations being trained did not themselves have a policy in place to comply with the RTI law. Since the RTI law includes both public institutions and NGOs, organizations must have a designated information officer and a policy on information disclosure. If organizations are not in compliance with RTI, they lack the credibility necessary to become active users of RTI to monitor government services.

In Year 5, PROGATI took a slightly different approach. A first phase of the training focused on supporting CSOs to develop their own disclosure policies to become compliant with the RTI law. A total of 80 organizations received this training. A second phase, targeting those organizations that successfully implemented their information disclosure policy, focused on how to submit requests. A total of 38 organizations received training. These organizations submitted nearly 60 RTI requests, primarily focused on follow up to community score card activities. In some cases, this was the first time local agencies were faced with RTI requests and served to inform their information dissemination procedures.

For example, the Society Development Agency (Patuakhali, Barisal) submitted an RTI request seeking information about resources in the 250 bed hospital in Patuakhali. Citizen forum members were aware that there was shortage of resources in the hospital and thought that hospital management was hiding information, or engaging in corruption. SDA received all the information they requested. The response helped the citizen forum to understand how resources are being used in the facility. Only 18 doctors are

present in the hospital, although 58 doctors have been allocated. This was brought up at a meeting where the local MP was present. Letters have been sent to the relevant Ministry requesting more staff.

Community Radio Support: In addition to the five module training on journalism for community radio stations identified in Expected Result 1.2, PROGATI supported community radio stations through advocacy efforts and the development of a 10 part radio drama series on corruption. Working with BNNRC, an initial PROGATI supported Dhaka based conference on April 13, 2010 “Community Radio in Bangladesh: Lessons from International Practice, Moving from Policy to Action” was credited with spurring the government to finally approve the first set of community radio licenses. (The government’s Community Radio Broadcasting and Installation Policy was passed in March 2008. Following the passage, approximately 200 NGO community radio initiators, or applicants, applied for community radio broadcast licenses. At the time of the conference, 27 had been approved and received security clearances from the Ministry of Information and Ministry of Home Affairs, respectively, but no licenses were issued.) The first set of licenses was issued on 7 October 2011.

BNNRC held six workshops at the Divisional level were held between February and May 2011. These workshops brought together radio station operators, CSOs and government officials to discuss the roles and responsibilities and opportunities associated with community radio.

BNNRC, working in consultation with PROGATI civil society partners, developed a 10 part radio drama series. By the end of 2011, the entire series had aired multiple times on each of the 11 operational radio stations. The series, which continues to air, includes the following themes:

1. RTI
2. Corruption in Seed Distribution
3. Corruption in Fertilizer
4. Food Adulteration
5. Local Government Accountability
6. Union Parishad Budgeting
7. Corruption in Land Survey and Settlement
8. Corruption in Land Registration
9. Corruption in Natural Resource Management
10. Corruption in Health Care Service

EXPECTED RESULT 1.5: IMPROVED DISSEMINATION OF INFORMATION BY SELECTED PUBLIC INSTITUTIONS AT BOTH THE NATIONAL AND LOCAL LEVEL

PROGATI’s efforts to improve dissemination of information by public institutions covered five areas: 1. Training across government on communication skills; 2. Training specifically on RTI; 3. Activities with the CAG to improve media access; 4. Improving the quality of CAG reports; and 5. Support to the Bangladesh Information Commission.

Training across government on communication skills: PROGATI, working through BCDJC and ShoMASTe provided training to 204 officials from various public institutions, including the MoFDM, MoLGRDC, ACC, and CAG on general media and communication skills. The module covered press releases, press conferences and methods for engaging with civil society.

Training specifically on RTI: PROGATI, working through MRDI, provided training to 60 officials from the ACC on compliance with RTI. As a direct result of this activity, at the ACC Chairman's request MRDI supported the ACC to develop the institution's disclosure policy.

Activities with the CAG to improve media access: PROGATI worked with the OCAG since late 2008 to strengthen the independence of this important oversight institution. From the onset of collaboration with the CAG, the lack of public outreach and transparency proved to be a major obstacle. If the public is not aware of the CAG's efforts to promote accountability, it is very difficult to promote the systemic changes necessary to strengthen CAG independence. The lack of public outreach and transparency was based on a traditional, very narrow view of who should see audit reports. Audit reports were not available to the public, and the reports were not written in a way to promote use by non-experts.

PROGATI supported the CAG through the following activities to promote greater accountability and transparency:

- Workshop on CAG and Media Relations
- Intensive training of CAG staff on media outreach
- Organizing CAG staff internships in Bangladeshi newsrooms

On May 11, 2011, the CAG launched its Media and Communications Cell. The Cell was fully funded by the CAG—including office space, staff time and equipment. The current CAG, Mr. Ahmed Ataul Hakeem, has embraced these efforts and the creation of the media cell was due to his personal commitment to reform his institution.

Improving quality of CAG Reports: PROGATI provided training to 193 CAG officials on improving the quality of CAG reports. The quality and formatting of reporting has an impact on how efficiently and effectively PAC can address significant issues; how quickly media can report on issues; and how the ministries react to audit reports.

Support to the Bangladesh Information Commission: Beginning in Year 4, PROGATI began some initial support to the Information Commission. A series of meetings between the Commission and journalists to discuss the implementation of RTI took place at JATRI. In addition, an outline for a strategic plan for the Commission was completed. (Follow up activities completed in Year 5 can be found under the Public Institutions Component.)

C. COMPONENT 2: CIVIL SOCIETY

The following section describes PROGATI’s work in the civil society component across four expected results. A summary of the key activities and achievements is presented for each of the expected results. The civil society activities continued for Years 1 – 4; there was no civil society component in Year 5.

Expected Results	<p>2.1 New and strengthened civil society coalitions and networks and public- private partnerships have successfully devised and implemented advocacy strategies to increase awareness regarding corrupt practices with a view at changing policies, laws and regulations to decrease corruption.</p> <p>2.2 CSO watchdogs have specialized expertise and capacity to monitor, analyze and publicize corruption.</p> <p>2.3 Increased citizen participation in understanding and developing program-based budgets for more external oversight of GOB budgets.</p> <p>2.4 Increased opportunities for citizen participation in and oversight of national government decision-making.</p>
Key Results	<p>Over 200 organizations trained on anticorruption tools such as community scorecards</p> <p>Over 750 individuals trained on anticorruption tools such as anticorruption campaigns</p> <p>Over 800 anticorruption campaigns conducted throughout Bangladesh</p> <p>900 women entrepreneurs trained to avoid corruption</p> <p>Sustainable Anti-Corruption Hotline established</p> <p>Social Audit completed and results influenced policy reform at highest levels of government</p>
Impact	<p>Social audit findings used as the basis for reform to the Vulnerable Group Development (VGD) program and informing Parliamentary oversight of VGD expenditures</p> <p>Anti-Corruption Hotline self-sufficient</p> <p>New and sustainable collaboration between district-level CSOs on corruption issues</p> <p>Substantive changes to service delivery at the local level due to community scorecard findings and follow up</p>

In Year 1, PROGATI conducted a series of Divisional level consultations with CSOs to determine the areas where the project could best contribute to anticorruption efforts. Three needs were identified—how to organize anticorruption awareness campaigns, technical skills in monitoring government services and understanding of the national budget. PROGATI used the results of these consultations, and the connections they forged between national and grassroots organizations, as the foundation for subsequent work within the civil society component.

One of the key findings of these consultations was that, although there was significant awareness of corruption as an issue, particularly given the emphasis of the caretaker government, PROGATI would face two important challenges. First, there was a general lack of understanding and experience working directly on the issue. While many organizations had worked on general governance issues, there was a need for greater awareness on the specifics and definition of corruption (as opposed to development, mismanagement, and lack of resources).

Second, there was significant hesitation (due to real and perceived risks) to strongly engage on corruption at the risk of either appearing to aligned with a military backed government, or creating conflict with the subsequent elected government. This risk was illustrated in the length of time the Government’s NGO Bureau took to approve the initial set of grants to PROGATI’s initial civil society partners, Rupantar, DW, and KF. Though the NGO Bureau approval is supposed to take 45 days, due to the anticorruption focus of the activities, these three grants took an average of 140 days (Rupantar was the shortest at 109;

KF's took 192 days to complete). This resulted in delays in workplan implementation, but also hesitation from civil society partners to take an overly aggressive stance on corruption issues.

EXPECTED RESULT 2.1: NEW AND STRENGTHENED CIVIL SOCIETY COALITIONS AND NETWORKS AND PUBLIC- PRIVATE PARTNERSHIPS HAVE SUCCESSFULLY DEvised AND IMPLEMENTED ADVOCACY STRATEGIES TO INCREASE AWARENESS REGARDING CORRUPT PRACTICES WITH A VIEW AT CHANGING POLICIES, LAWS AND REGULATIONS TO DECREASE CORRUPTION.

Coalition, Network and Public Private Partnership Identification: Beginning in Year 1, PROGATI along with civil society partner organizations completed a rigorous process of identifying potential coalition to engage in anticorruption activities. Starting with an initial list of 17 organizations, the pool of coalitions was whittled down to a final five. The final two—the Doorbar Network and Steps Toward Development - were selected in June 2009 with the active participation of all civil society partners. These two coalition partners were integrated into the existing activities that focused on the loose networks of Division level CSOs maintained by PROGATI's three core civil society implementing partners—DW, KF, and Rupantar. A third network—the Bangladesh Women's Chamber of Commerce and Industry—was included with a focus on the role of the private sector in reducing corruption. The following provides a summary of the three coalition partners.

Doorbar Network: Naripokkho initiated a national network of women's organizations named Doorbar, which means "indomitable". Doorbar is a national network of 550 local women's activist organisations registered with the Department of Women's Affairs. The Network was formed in 1996 with the support of Naripokkho, which itself is a membership based organization of individual activists. Naripokkho's long-term objective in supporting Doorbar is to strengthen the women's movement in Bangladesh through the inclusion women from the grassroot level, who live on very low marginal income, and the organisations formed by these women. Doorbar aims to enhance these women's capacity to intervene effectively in cases of violence against women (VAW) and also increase women's political empowerment, especially at the local level. Doorbar Network members, in addition to running their own organisations focus on welfare and survival concerns, and thus integrate issues of women's rights: in particular the right to live without fear of violence, both within the community and the family. They also integrate women's political empowerment into their regular work.

Steps Towards Development: In 1993, a group of social activists went to work on an initiative, inspired by the belief that the gender inequalities prevalent in this country could only be addressed by working together. That initiative led to the establishment of Steps Towards Development (Steps). The organization started by developing its Network, Training, and Materials Development components. Through these components, Steps reached out to communities and individuals to promote gender equality and human rights. With the organizational mandate for gender equality, human rights, and good governance, Steps focuses on work with coalitions and networks, and in providing assistance to different government institutions, national NGOs and international donor-supported programs on gender, for capacity building at policy and implementation levels. Steps is working with 122 local NGOs, institutions and citizens through 13 local networks for promoting gender equality, good governance and human rights with a vision of enhancing and strengthening local development initiatives to ensure community participation for equitable and sustainable development.

Bangladesh Women's Chamber of Commerce and Industry (BWCCI): Established in 2001, the Bangladesh Women's BWCCI is a national organization representing over 4,000 women entrepreneurs.

Its main objective is to support women entrepreneurs through skills development, advocacy, trade fair participation, exposure to domestic and global markets and as loan guarantor. BWCCI membership covers the entire socio-economic spectrum. Although members are predominantly engaged in various sectors traditionally dominated by women, such as food, beauty, fashion, health products, and handicrafts, new members representing non-traditional sectors, such as IT, media, and publications, is increasing.

Support for Anti-Corruption Campaigns: Following the Divisional consultations in Year 1, PROGATI worked with a core group of CSOs to develop practical solutions to the three identified needs. To address the need for greater awareness on corruption issues, PROGATI worked with Rupantar to develop a module for a five-day training on “Preparing, Planning and Managing Campaigns.” After receiving training on the skills necessary to design and implement campaigns, organization throughout Khulna and Chittagong Divisions began implementing anticorruption campaigns. In Years 1 and 2, these campaigns focused generally on corruption awareness. While corruption was a prominent topic given the actions of the Caretaker Government, local organizations, particularly those who had no experience working on governance and corruptions issues, were wary of too aggressively confronting local authorities. These

PROGATI conducted two “Depth of Partnership” Surveys, a baseline during Year 2 and an endline in Year 4. Both surveys indicated that PROGATI had been very successful in strengthening ties between organization and spurring new collaboration and networks.

Baseline

“PROGATI has established positive vertical partnerships between Implementing Partners in Dhaka and Khulna, and urban-based CSOs at the district level in Chittagong and Khulna Divisions. In turn, lead CSOs have organized horizontal groups or committees to lead anticorruption campaigns and monitoring of government services at District and Upazilla levels.”

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Endline

“Several key improvements in the partnerships and concomitant outcomes were reported, especially at local levels. Most dramatically, 61 percent more respondents from Lead Organizations than in 2010 agreed that PROGATI had given enough space for local leadership, and the focus group discussions confirmed that the leadership had become more decentralized and participatory (collective leadership).

PROGATI national leaders said they ‘expanded and deepened’ the strategy, which resulted in the greater reach reported above, but the local level leaders saw the strategy as the same, e.g. raising mass awareness and creating citizen platforms and bridges with government to pressure for reforms (strategic fit).”

“Finally, the potential for sustainability appears positive. Despite resource constraints (during as well as after PROGATI), 95–100 percent of local partners and citizens said they had plans to continue anticorruption activities. Government officials and stakeholders at local and national levels say that role of civil society and citizens in corruption reform is important and should continue.”

campaigns were successful in both introducing these organizations to a role they could play in reducing corruption and to building public awareness to corruption issues.

In Years 3 and 4, PROGATI introduced an intermediate level of the “Preparing, Planning and Managing Campaigns” training module as activities expanded to Rajshahi and Barisal Divisions. Organizations with prior experience with anticorruption awareness campaigns were more comfortable with conducting targeted, more confrontational campaigns on specific issues. Campaigns on ending corruption in local health facilities, on local construction projects and in distribution of food assistance to the ultra-poor all

had important impacts at the local level. Table 9 summarizes the numbers of organizations trained, the number of organization staff members trained and the number of anticorruption campaigns conducted by project year.

TABLE 9: ANTICORRUPTION TRAINING AND CAMPAIGNS, BY YEAR

Project Year	Organizations Trained in Management, Communication, Planning	Organization Staff Members Trained in Management, Communication, Planning	Anti-Corruption Awareness Campaigns
Year 1	8	32	2
Year 2	58	161	48
Year 3	175	454	114
Year 4	91	173	150

Internal Strengthening: PROGATI conducted training for local level CSO that were part of the anticorruption networks established at the Divisional level. This training consisted of three key topics—financial management, leadership and ethics.

Financial management – A total of 59 individuals from 39 organizations from Chittagong and Khulna received five days of training on accountable financial management practices.

Leadership – A total of 72 individuals from 52 organizations from Chittagong and Khulna received three days of training on the leadership skills necessary to actively pursue an anticorruption reform agenda.

Ethics – A total of 52 individuals from 50 organizations from Chittagong and Khulna received training on the skills necessary to promote ethics within their organizations and communities.

EXPECTED RESULT 2.2: CSO WATCHDOGS HAVE SPECIALIZED EXPERTISE AND CAPACITY TO MONITOR, ANALYZE AND PUBLICIZE CORRUPTION.

Community Scorecards: The Year 1 Divisional Consultations identified a need for a tool to allow CSOs to conduct evidenced based research about corruption in nationally funded services delivered at the local level. After review of several potential tools, PROGATI designed a modified community scorecard—a six step process for communities to assess a local service against clear indicators, and use the findings as a basis for discussion and negotiation with local officials. The penultimate step in the process is a public hearing where community members and government officials review the scorecard findings and identify solutions to corruption issues.

Because the use of scorecards was new to PROGATI civil society partners, an initial pilot was conducted to provide key staff first-hand experience of how the tool might work. The pilot took place in Munshiganj District, Dhaka Division, focusing on a primary school. The scorecard findings underscored the tool’s utility in promoting transparency and accountability—the community identified teachers providing tutoring on the side, for additional fees, and the lack of transparency in the award of scholarships. The public hearing that followed the data collection resulted in important changes to school policy, including the publishing of scholarship criteria.

PROGATI partner KF took the lead in developing a five-day training module on the application of the community scorecard. In Year 2, 133 organizations in Khulna and Chittagong Divisions were trained on

using scorecards and 48 scorecards were conducted. In Years 3 and 4, the training and implementation of scorecards expanded to Rajshahi and Barisal Divisions.

As a result of PROGATI efforts, a total of 236 scorecards community scorecards were conducted on health facilities, schools, food assistance to the ultra-poor, and local development projects throughout Bangladesh. The public hearings at the end of these scorecard processes often represented the first time community members had the opportunity to directly confront local officials about issues of corruption and the lack of transparency. Community members continued monitoring to ensure that commitments made during the public hearings were followed up upon. Some examples of successful community scorecard findings include:

- A scorecard focused on the construction of a cyclone shelter revealed specific instances of corruption, including the use of substandard materials, absence of required government oversight, and dangerous and unapproved changes to the planned structure. Construction on the cyclone center was halted and the citizen group asked to submit a formal report to local authorities. In response, the local authorities restarted the construction and asked the citizen group to regularly monitor the project to ensure the shelter is build to standard.
- A scorecard of a local school district found that the Head Master of the school had been demanding money from the students for everything from textbooks, which the government provided free, to party supplies. The amount of money was also varied and depended on how much money the parents had. The scorecard also revealed that the Head Master was falsifying documents stating that the school’s oversight committee was meeting regularly and maintaining a ledger for the money that was collected. After the corruption was exposed, the School Management Committee took immediate action, stopping the Head Master from collecting any money from the students without their consent. In 2010 students did not have to pay for “free” government books, and for the first time, transparency is at the top of the agenda.
- A scorecard focused on a Union Parishad Health and Family Welfare clinic determined that staff were selling drugs to the local market intended for free distribution to patients and that doctors were frequently absent. At the public hearing, the community confronted the staff responsible for selling drugs and, as a result, she now saves all the packaging to display that she is following the rules. Community members continue ad hoc monitoring of the facility and working with the clinic director to report doctors when they leave post.

Table 10 summarizes the numbers of organizations trained, the number of organization staff members trained and the number of community scorecards conducted by project year.

TABLE 10: CITIZEN MONITORING TRAINING AND CAMPAIGNS, BY YEAR

Project Year	Organizations Trained in Monitoring, Analyzing and Publicizing Corruption	Organization Staff Members Trained in Monitoring, Analyzing and Publicizing Corruption	Anticorruption Monitoring Campaigns
Year 1	8	16	0
Year 2	133	347	48
Year 3	230	546	81
Year 4	34	459	107

Social Audit: While community scorecards proved effective in identifying and resolving local level corruption and transparency issues, PROGATI implemented a social audit as a tool that might have more systematic impact. In May 2010, PROGATI completed a pilot social audit of the Government's VGD program. Following this successful pilot which identified a series of accountability issues—from recipients not receiving the required amount of food aid, to bribes required for program participation—PROGATI decided to conduct a full social audit.

PROGATI significantly expanded the use of social audit methodology by conducting a large scale audit of the Government of Bangladesh's VGD program implemented by the MoFDM.

Beginning in late September 2010 and continuing through late February 2011, PROGATI worked with the Bangladesh Institute for Theater Arts (BITA) to conduct the social audit of the VGD program which covered 30 Union Parishads across five districts and ten Upazilas in the Khulna division. Initially, BITA trained 50 participants representing 28 local CSOs on the social audit methodology and data collection procedures. These individuals in turn trained a further 311 members of these NGOs and their affiliates to perform the role of data collectors in the audit. As testimony to PROGATI partner success in building awareness around corruption issues, many of the data collectors were ordinary citizens who chose to affiliate with the work of the NGOs and their community-based organization (CBO) networks at the grassroots level.

In late December through early January, data collectors interviewed a total of 4,124 VGD card holders representing 20 percent of each Upazila's total VGD program participants. The social audit findings highlighted some of the key areas of corruption and mismanagement in the program:

- Seventy-five percent of card holders did not meet VGD established program criteria.
- Sixty-nine percent of participants received less than the 30 kilograms of food aid required by the program.
- Over one-third of participants did not receive assistance beyond food aid.
- Over one-third of participants did not observe any government monitoring of the program.

Bangladesh Institute of Theater and Arts (BITA) took the social audit to the next level by organizing a presentation of the audit findings and recommendations to several key government ministries. The Secretary of the MoFDM, who actively participated in the presentation fully appreciated the value of the social audit. The presentation ended with the Secretary requesting that a full report on the audit be distributed more widely among relevant ministries, along with information on how these audits can be conducted in other social sectors. The Chair also requested that PROGATI conduct similar audits on the government's Employment Generation for the Poorest project.

The social audit process and findings were shared in additional presentations planned for the next several months. These include a National Seminar conducted in May 2011 to ensure the findings and recommendations are reflected in future Government of Bangladesh implementation of the VGD program which is shifting to the Ministry of Women's Affairs. A presentation to the Parliamentary Standing Committee on Food and Disaster Management enhanced Parliamentary oversight of the program. Finally, the social audit findings highlighted the key role of Union Parishad officials in corruption and mismanagement. The findings were presented to the Bangladesh Union Parishad Forum (BUPF), a PROGATI supported local government association partner, as part of the association's ongoing initiative to improve transparency and accountability of local administration.

Of equal importance to the audits and their findings is the fact that the audit results will now be used as an anticorruption constituency-building tool among NGOs. That is, the NGOs will organize additional presentations with other NGOs that should become part of their active constituency. Beyond elevating public awareness, these events will build constructive and durable linkages among the participating NGOs.

A number of the data collectors reported having previously attempted to monitor government services on their own without the credibility of a formalized process. They expressed gratitude at having learned a systematic and therefore, more effective, means of monitoring and reporting their findings.

Program Impact: Social Audit Skills Creates New Opportunities to Promote Transparency

Md Abu Sayed of Munshigonj Union has always been very active in working for the community's interest. Since childhood, he has been protesting at tea stall and street corners about problems and corruption in his community.

In November 2010, Mr. Sayed was selected as a member of the Citizen Forum (CF) of Munshigonj Union to participate as a data collector in a social audit of the VGD program. Starting from the training to the CF members, he actively participated in all steps of the social audit. After completing the social audit on VGD, he has continued his efforts to share the benefit of the social audit. With fellow forum members, Mr. Sayed started observing how VGD card holders are being selected for 2011-2012 and advocating for selection per government rules.

In January 2011, the President of that Ward-8 committee, invited Mr. Sayed to be present during the selection of VGD card holders and asked for his suggestions on how they could transparently and neutrally select VGD card holders. Mr. Sayed suggested using loud speakers to reach eligible women asking them to come to a local school.

Over 250 women arrived at the school compound and were all lined up per the criteria. A team was formed to interview each potential VGD candidate. Approximately 150 women were selected. Everybody appreciated the selection process and expressed that Mr. Sayed's strategy should be followed in all cases whenever the government distributes any services.

Mr. Abu Sayed was also very happy as he always raised questions but nothing ever happened; the social audit process created an avenue to look at service delivery systematically.

Business Associations: PROGATI provided support to two business associations, the International Business Association of Bangladesh and Bangladesh Women's Chamber of Commerce and Industry to engage the private sector in the fight against corruption.

International Business Forum of Bangladesh: In July 2008, USAID requested that PROGATI assume the support of IBFB, an organization established in 2005 with the support from USAID, from the International Republican Institute. Over the duration of the project, PROGATI provided a full range of support to IBFB—providing core operating costs, support to develop a strategic plan and associated staffing structure, and assistance with research and advocacy efforts on accountability and good governance issues.

At the initiation of PROGATI support to IBFB, the association had only three professional staff and provided minimal services to their small membership. In June 2009, PROGATI provided support to IBFB through expert advisory services to develop a strategic plan. Through a participatory process with the Board of Directors, the strategy focused on forging new alliances with like organizations and local government to advocate for solutions to key problems that face the business community, such as cost and availability of energy, corruption and bureaucracy. At the same time the strategy called for new IBFB initiatives that help the business community offset the expected increase in the cost of doing business. New initiatives included promoting more efficient use of energy in their industries and the use of

alternative sources of energy as well as working toward the provision of lower cost of capital and increased incentives for local and foreign investments.

Stemming from the strategic planning process was PROGATI support to augment the caliber of IBFB's staff with the hiring of an Executive Director, and directors of Research, Advocacy and Membership.

With the new staff in place, IBFB conducted research projects and associated advocacy events on the following topics:

- Public Service Delivery and the Business Environment
- Complexities of Income Tax Laws
- Improving Business Registration and Doing Business Indicator
- Impact of City Corporation Governance on the Private Sector
- Reducing Corruption in Accessing Industrial Credit
- Identifying Regulatory Barriers and Improving Transparency in the Shipbuilding Industry
- Identifying Regulatory Barriers and Improving Transparency in the Light Industrial Sector
- Complexities in Environment Clearance Certificate for Industrial Ventures and Reducing Corruption

Despite significant PROGATI support and encouragement, IBFB suffered from significant staff turnover and was unable to diversify its sources of funding, including from increased membership fees. As a result, the association was not able to expand activities beyond those associated with PROGATI's focus on anticorruption to fully implement its strategic plan. At the end of Year 4, USAID funding to IBFB came to an end. The association continues to operate and has expanded operations to include a branch office in Chittagong.

Bangladesh Women's Chamber of Commerce and Industry (BWCCI): BWCCI is an association of over 3,000 women entrepreneurs throughout Bangladesh. PROGATI provided initial support to BWCCI to conduct a series of focus groups to collect information on the issues and challenges related to corruption that they face in their daily work. The areas of greatest concern were bribery associated with business licenses, taxation, access to credit and utility payments. The assessment was followed by a gap analysis on practices and procedures women entrepreneurs might use to avoid corruption in their work. The analysis included existing laws and procedures useful in avoiding corruption, and areas where new laws or policies are necessary to support women entrepreneurs as they seek to avoid corrupt practices.

BWCCI then developed a practical handbook summarizing information, advice and techniques for women entrepreneurs to avoid corruption and provided training to 700 of their members on how to use this handbook. Techniques included going in groups to inquire about the status of a loan application (it is much more difficult to ask a group of women for a bribe than an individual applicant), and having the information about the costs of licenses before submitting the application.

Through the training on avoiding corruption, BWCCI determined there was significant demand for support services to women entrepreneurs as they deal with government officials. With PROGATI support, in 2010 BWCCI launched an Anti-Corruption Hotline for Women Entrepreneurs in Khulna. The Hotline staff provided information to women entrepreneurs from around Bangladesh over the phone, and provide in person support to those in Khulna. Between November 2010 and June 2011, the Hotline served over

350 individuals, with corruption problems primarily in access to credit and business development services. Though PROGATI support ended in June 2011, BWCCI continues to support the Hotline to serve women entrepreneurs.

In October 2010, BWCCI conducted a survey of over 300 women entrepreneurs to assess the cost of corruption on the private sector. The key findings of this survey, the first of its kind, were presented at a national conference with the presence of the Minister of Finance and U.S. Ambassador. Key findings included: The highest number of women entrepreneurs (37 percent) experienced corruption in obtaining a trade license followed by TIN (33 percent), utility payment (24 percent), access to credit (20 percent) and VAT payment. Women entrepreneurs also paid an average additional cost of Taka 925 for trade license, Taka 1,913 for TIN, Taka 8,600 for utility payment and Taka 3,950 for loan application.

One of the side effects of corruption is delaying in accomplishing the tasks or to provide the services. Mainly the respondents reported delay in processing loan application with an intention of corruption. Some 68 percent respondents reported delays in starting or expanding businesses, while 65 percent of the respondents reported being rejected for a loan application due to demands for bribes.

In Year 4, PROGATI's work with BWCCI focused on promoting the policy changes necessary to improve the operating environment for women entrepreneurs, particularly as it related to corruption issues. With PROGATI support, BWCCI established two Anti-Corruption Working Groups for Women Entrepreneurs—forums at the Divisional (Khulna) and national (Dhaka) levels for BWCCI members and local officials to address specific corruption issues. These working groups represented the first time BWCCI had convened meetings with government officials to discuss specific issues related to their membership.

Program Impact: Women Entrepreneurs Avoid Corruption

When Ms. Rokeya Begum received her January 2011 telephone bill for the clothes and handicraft boutique she operates in Khulna, she was startled by the amount due. The January bill was over three times the typical monthly charge. She knew she had not increased her calls to suppliers and wholesalers enough to justify such an increase.

In June 2010, Ms. Rokeya participated in a training supported by the USAID-funded Promoting Governance, Accountability and Transparency Initiative (PROGATI) program on "How to Avoid Corruption." The training emphasized maintaining organized records and Ms. Rokeya dutifully stored her telephone bills each month. She took them to the telephone authority and demanded a correction. The telephone official would not assist her and she was convinced that he was seeking a bribe.

She was committed to not falling victim of corruption, "I have gained bravery to raise my voice against corruption just because I have received the trainings...I was always vocal but now I am courageous too to prevent corruption as now I have the skill and necessary information with me."

Because of her commitment to avoid participating in corruption, Ms. Rokeya turned to an Anti-Corruption Hotline supported by PROGATI and operated by the Bangladesh Women's Chamber of Commerce and Industry (BWCCI). The hotline is a source of information and support for women entrepreneurs who encounter corruption. Since it launched in April 2010, the hotline has served over 325 women and resolved over 80 corruption cases.

The hotline personnel recommended that Ms. Rokeya return to the telephone authority with her documents taking with several other BWCCI members with her. She did just that, visiting the telephone authority with five members of BWCCI. Faced with a group of women entrepreneurs committed to facing down corruption, the official said that he would investigate the situation and recheck the bill. Within four days, a new bill was issued. Ms. Rokeya promptly paid the corrected bill, taking pride in not having to participate in corruption to keep her business running.

The Divisional working group engaged representatives from the Khulna City Corporation, ACC, MAB, and Trust Bank Limited to seek solutions to corruption in trade licenses. SK. Amena Halim Baby, an elected councilor, became an active member leading efforts for reform of the trade license office and training of city corporation staff. Each working group met three times, with subcommittees created to conduct additional work. These groups not only created greater awareness of the challenges facing women entrepreneurs, but a foundation for further collaboration and consultation. Each of the three working groups were able to accomplish tangible and sustainable changes to local government services for women entrepreneurs. All three cities amended their service charters to include improved and transparent language on trade license procedures, including their associated costs and the time required. The working groups and local officials launched the charters in public ceremonies and the charters themselves are posted for public information.

In Year 5, PROGATI supported BWCCI to deepen and expand their work on the Anti-Corruption Working Groups for Women Entrepreneurs. In addition to the continuation of work with the Khulna working groups, two new Divisional level working groups in Rajshahi and Rangpur. The work generated important results. In Khulna and Rangpur, Citizen Charters related to trade licenses were produced and posted. In Rajshahi, the working group succeeded in incorporating additional information on the trade license procedure in the existing citizen charter in Rajshahi.

EXPECTED RESULT 2.3: INCREASED CITIZEN PARTICIPATION IN UNDERSTANDING AND DEVELOPING PROGRAM-BASED BUDGETS FOR MORE EXTERNAL OVERSIGHT OF GOB BUDGETS.

Working with grassroots organizations to understand the national budget, the focus of Expected Results 2.3, represented a challenge for PROGATI. The national budget is not disaggregated by geography, creating difficult to explain to local level organizations. Likewise, the length of the budget and expenditure cycle means that successful participation to influence the budget does not lead to immediate or even medium-term results. Advocacy for local level projects will take several years to bear fruit. Due to the disconnect between local level organizations and the impact of the national budget on communities, PROGATI was required to expend significant efforts early in the program on national budget awareness before significant oversight activities could take place.

Training on National Budget Oversight: PROGATI partner US took the lead in developing and DW the lead in implementing a five-day training module on national budget oversight. In Year 2, 38 organizations in Khulna and Chittagong Divisions were trained on budget oversight; campaigns began immediately at the beginning of Year 3. In Years 3 and 4, the training and implementation budget oversight expanded to Rajshahi and Barisal Divisions.

Table 11 summarizes the numbers of organizations trained, the number of organization staff members trained and the number of budget oversight campaigns conducted by project year.

TABLE 11: BUDGET OVERSIGHT TRAINING AND CAMPAIGNS, BY YEAR

Project Year	Organizations Trained in National Budget Oversight	Organization Staff Members Trained in National Budget Oversight	National Budget Oversight Campaigns
Year 1	0	0	0
Year 2	38	99	2
Year 3	279	708	183
Year 4	0	0	79

Budget Oversight Campaigns: Using the information from the training, grassroots organizations conducted budget oversight campaigns. For many, this entailed organizing meetings between citizens and local officials to discuss budget priorities and monitoring expenditures. This was particularly effective in the oversight of the VGD program at the local level. Others focused on advocacy for specific local needs such as health and education facilities.

EXPECTED RESULT 2.4: INCREASED OPPORTUNITIES FOR CITIZEN PARTICIPATION IN AND OVERSIGHT OF NATIONAL GOVERNMENT DECISION-MAKING.

In Year 2, after the initial round of training on the three PROGATI tools—anticorruption campaigns, community scorecards, and budget oversight campaigns—local partner organizations began implementing activities. This initial set of programming focused on providing an opportunity for grassroots organizations, many of whom had little or no experience in addressing corruption issues, to gain experience on the skills necessary to confront corruption. As a result, the activities tended to be ad hoc and not coordinated among CSOs working in the same geographic area.

To improve coordination among CSO and increase the opportunities for groups to coordinate and leverage PROGATI funded activities toward common advocacy objectives, in subsequent years, PROGATI introduced district-level workplans. These district-level workplans required CSOs to work together to identify local anticorruption priorities and develop a common to implementing a mix of the anticorruption campaigns, community scorecards, and budget oversight campaigns to advocate for reform. To promote coordination, a lead CSO was identified for each of the individual activities.

In total, 30 district-level workplans were developed and implemented over the course of PROGATI. Table 12 summarizes the number of district workplans by project year and Division.

TABLE 12: DISTRICT WORKPLANS, BY YEAR

Project Year	District-level Workplans—Khulna	District-level Workplans—Chittagong	District-level Workplans—Barisal	District-level Workplans—Rajshahi	District-level Workplans—Rangpur
Year 3	5	5	-	-	-
Year 4	5	5	3	5	2

The following example illustrates how the coordination among CSOs and the implementation of PROGATI tools as a coherent set of activities could promote important anticorruption reforms.

In June 2010, a PROGATI funded public hearing focused on how the VGD/VGF programs are funded through the national budget. This hearing presented citizens with the program costs and an accurate number of beneficiaries in the district. A 200 person rally demanded action to reduce corruption in food aid. Finally, citizens implemented a community scorecard exercise, a tool PROGATI has introduced to identify corruption in public services through investigation, consultation and dialogue. The exercise identified specific cases of nepotism in VGD/VGF card distribution and supplying less than the stipulated amount of food to program beneficiaries in the Chandpur program.

At a public meeting of citizens and government officials, civil society groups presented their findings. At this meeting, the Upazilla Nirbahi Officer (UNO), the officer responsible for overseeing government programs at the local level, responded to the citizen scorecard findings by expressing his strong personal commitment to tackle corruption in the VGD/VGF program. The presence of an important official at such a meeting is significant in an environment where government civil society interaction is limited. But the citizen groups took him at his word. A local citizen leader explained “we welcomed this attitude of UNO and hope that he will keep his word for the sake of extreme poor.” PROGATI funded community groups in Chandpur are now working with the UNO to monitor distribution of rice and regularly meeting to review their achievements. Due to this new collaboration between government and civil society, the VGD/VGF program is now working more efficiently and food assistance in reaching the most vulnerable to over 8000 VGD/VGF participants.

D. COMPONENT 3: PUBLIC INSTITUTIONS

The following section describes PROGATI’s work in the public institutions component across four expected results. A summary of the key activities and achievements is presented for each of the expected results. The expected results for the public institutions activities changed slightly in Year 5. As a result the public institutions component activities for Years 1 – 4 and Year 5 are discussed separately.

Expected Results	<ul style="list-style-type: none"> 3.1 OCAG expands its reporting authority beyond the Public Accounts Committee in Parliament and has more effective internal procedures for enhanced oversight and improved operating systems 3.2 Increase Effectiveness of CAG procedures for oversight and operation systems 3.3 Policy formulation and implementation capacity strengthened 3.4 Intra-governmental consultation and information improved through more regular consultations, joint meetings, establishment of commissions or improved means of communications
Key Results	<ul style="list-style-type: none"> Establishment of CAG Media and Communication Cell CAG cadre of trainers established on Documenting Cases of Fraud and Corruption and CAG Ethics 153 officials trained on Documenting Cases of Fraud and Corruption CAG Ethics Manual produced and disseminated Financial Oversight Working Groups established in four ministries Tripartite meetings convened to address audit findings Training of Ministry Audit Cells led to new focus on internal controls Revised DEDO Audit Manual completed New participatory audit techniques developed 37 Citizen Charters developed with significant GoB participation Unified Action plan for civil society anticorruption efforts developed with broad based participation
Impact	<ul style="list-style-type: none"> CAG releases audit reports to the public as standard practice CAG trainers have expanded ethics training to divisional and district-level Ministry trainers have expanded food management manual to divisional and district level Significant reduction in pending audit findings due to tripartite meetings Established platform for dialogue between CAG and ministries

The PROGATI public institutions component evolved over time to include an increasing number of government institutions. From the start, OCAG has been the key partner and the focal point of PROGATI activities. As the project proceeded PROGATI expanded to include first two partner ministries (designated by USAID in August 2009), the MoFDM, and the MoLRDC, and then two additional (but not formal partner) Ministries, the Ministry of Health and Family Welfare, and the NBR. In Year 4 and throughout Year 5, PROGATI worked with the Information Commission. The Anti-Corruption Commission was consistently involved in PROGATI activities, and became a direct partner in Year 5.

PROGATI reflected a new way of working with government institutions. Unlike other USAID and other donor funded projects, PROGATI had no single government counterpart. Finances did not run through government partners, there was no major IT procurement, and no institution was the sole focus of PROGATI. As a result, with each new institution the project worked with, there was a period of building familiarity, awareness and acceptance to a different working modality. Over the life of PROGATI, the unpredictable changes in government counterparts, required periodic reestablishing of these relationships.

The PROGATI objectives also represented a departure from how donors had worked with government in the past. Recognizing that stronger financial oversight requires a system of institutions working together, the project focused on promoting collaboration, communication and sustainable linkages between government institutions. Working with institutions in isolation, while easier and more familiar to our government, does not result in the systemic changes necessary to improve transparency and accountability.

YEARS 1–4

Expected Result 3.1: OCAG expands its reporting authority beyond the Public Accounts Committee in Parliament and has more effective internal procedures for enhanced oversight and improved operating systems

The current CAG was appointed in February 2008. PROGATI spent the duration of Year 1 building the partnership and better understanding how PROGATI could support the CAG expand its independence. One of the most important functions PROGATI played was providing the CAG with a public platform to raise some of the highest priority issues—the backlog of audit reports in parliament, the need for greater independence of the CAG and the promotion of an Audit Act. Leveraging the full scope of the PROGATI components, the project also played a critical role in expanding CAG ties with media and civil society.

CAG and Media: In March 2009, a PROGATI event “The Importance of SAIs in Combating Corruption” led to a lengthy discussion on whether the CAG could release audit reports to the public. It was determined that, because this had never been done in the past, it should not be the practice. With PROGATI support, however, the CAG has increasingly embraced an ethos of transparency and accountability in its own activities. This shift stems from the passage of the Bangladesh 2009 RTI Act as well as increased focus to meet international auditing standards; it is evidenced by an updated website which includes more past audits made available to the public as well as the CAG’s participation in a number of media dialogues and workshops.

To support the initiative of the CAG to become a more public facing institution, PROGATI organized several workshops and training to build the capacity for CAG officials engaged with outreach efforts and media relations. At the same time, training of journalists on how to use audit reports to investigate corruption helped generate media interest in the CAG. The following documents PROGATI initiatives to improve CAG interaction with the media:

- Training of 100 CAG staff on making audit reports more accessible to a wide range of end users
- Workshop on CAG and Media Relations
- CAG staff internships in Bangladeshi newsrooms
- Training of 8 CAG staff on media outreach
- Training of 17 journalists on ‘Understanding of Contents of CAG reports’
- Training of 35 journalists on ‘Use of Audit Reports in Investigative Journalism’
- Study tour to Thailand to observe media outreach of Audit staff

In May 2011, PROGATI’s expert advice, training and encouragement, along with technical support from the CIDA-funded SCOPE project, resulted in the CAG establishing a Media and Communication Cell. This cell represents an important first step in increasing the public’s access to information about transparency and accountability in public expenditures. The CAG’s work with the media has allowed for new platforms to build public understanding of the CAG and the importance of audit functions. PROGATI training, both of CAG officials and journalists, has established new familiarity, understanding and trust.

In Year 5, the CAG took further initiatives to strengthen the Media Cell, with support from both USAID PROGATI and CIDA SCOPE. In May 2012, Mr. Hakeem conducted a mock press conference in preparation for a live press conference when the next batch of audits is tabled in Parliament. The press conference, a first in the history of the CAG and supported by PROGATI, marked a definitive shift in relations with the press and public and showcased the importance of the Media Cell. The CAG has also made structural changes within the Cell to ensure its sustainability, including a commitment to increase staffing. The CAG’s support for an increasingly robust Media Cell and more open relations with the media and public serves as an important example of transparency and accountability in public institutions.

CAG and Civil Society: PROGATI also supported the CAG to develop a platform for engaging with civil society, especially outside of Dhaka. Through presentations to and dialogue with civil society partners, in the CAG offices and in the Divisions, the CAG has established new and important linkages. CSOs can make use of government audit reports in their work, specifically in monitoring government service delivery and advocating for greater accountability in government service provision.

The lack of public awareness on the functions of the CAG and the importance of public audit represents a significant challenge the CAG’s efforts to strengthen public financial management and advocate for a new Audit Act. To address this challenge, PROGATI conducted a series of CAG Divisional Meetings providing the CAG himself to meet civil society, media and executive officials around the country. In these meetings, CAG officials introduced their institution, the importance of public financial management, and how they operate at the local level. The Divisional Meetings, the first time most participants had even heard of the CAG, also included a spirited question and answer session where local issues of corruption and mismanagement were raised. For example, in May 2011 in Mymensingh, Dhaka Division, the CAG and his staff were able to interact with over 100 local civil society and media representatives and executive officials. The participants expressed excitement that such a senior level official was making time to visit their area and demonstrated a strong interest in the issues of audit the public financial management that were raised. The following summarizes the CAG Divisional Meetings:

The CAG's partnership with PROGATI allowed for training of CSO on the basics of audit reports, effective follow-up of findings, and how to advocate for corrective action. The training enabled all the CSOs to understand the auditor's role in promoting transparency and further identify social accountability tools, such as community scorecards and social audits. During the training, the participants identified means of advocacy for following up on government audit findings, such as arranging local level interaction meetings with CAG officials and also by providing information to the CAG on local irregularities.

Expected Result 3.2: Increase Effectiveness of CAG procedures for oversight and operation systems

PROGATI's efforts to improve CAG procedures from oversight and operation systems were comprised of five key activities:

Training Documenting Cases of Fraud and Corruption: An assessment conducted during Year 2 identified the following:

“In interviews, it was explained that auditors sometimes innocently taint evidence due to their lack of training in documenting or interviewing for fraud and corruption. In some cases, this has meant that findings have had to be dropped. In others, it led to disagreements or prolonged discussions with secretariats or auditees. Strengthening auditor investigative skills will help to prevent tainting of evidence and may lead to stronger cases and shorter discussions on findings.”

To respond to this need, PROGATI developed a training course on Documenting Cases of Fraud and Corruption which was introduced to over 150 CAG officials. The training included focus on using evidence in corruption cases; comprehensive documentation of findings; preservation of evidence; interviewing techniques; and report writing.

PROGATI initially targeted CAG officials in Dhaka for this training. Subsequently, officials based in the Divisions, who are responsible for conducting audits and generating audit findings, became the primary target audience. This shift was made possible by a strategy of conducting a Training of Trainers program for CAG officials on the Documenting Fraud and Corruption training. As the training shifted to the Divisions, CAG trainers took responsibility for conducting the training sessions. In the 10 training events conducted by the CAG trainers, PROGATI provided only facilitation support; the entire module was covered by CAG trainers.

The Documenting Fraud and Corruption training also served as the foundation for building collaboration and cooperation between the CAG and the ACC. Early batches of the training conducted in Dhaka included participants from both institutions and explored the overlapping and complimentary roles the institutions can play in using audit findings in corruption cases. This joint training represented the first interaction between these two independent oversight institutions.

Revised and New Audit Checklists/Manuals: PROGATI contributed significantly in updating existing and developing new checklists for specific audits. In doing so, the project introduced the concept of entity-wide audits that are specifically tailored to the work of government institutions. These checklists were developed in close consultation between PROGATI consultants from the BEI team and the CAG. The following summarizes PROGATI's work on audit checklists:

- The U.K. Department for International Development (DFID)-funded RIGA project (1998-2002) prepared two audit manuals which included checklists for two key audit directorates. The CAG

adapted and translated the audit checklists from these manuals and prepared checklists for other directorates and circulated them in 2003. According to the audit teams, they used these checklists as the basis of their auditing. Not surprisingly, these checklists, which are used to verify compliance with auditee operational procedures, became outdated in the six years since they were first circulated. For example, the checklists were still based on 2003 procurement rules and regulations although there were major changes to those regulations in 2006 and again in 2008. Some individual auditors adapted the audit programs but this is dependent on their own initiative.

- Beginning in Year 2 and into Year 3, PROGATI supported the updating of these two audit manuals, particularly with regards to the new procurement regulations. 100 CAG officials were trained on how to use these new audit checklists.
- In Year 4, PROGATI supported the development of a new, entity-wide, audit checklists for the Duty Exemption and Drawback (DEDO) under the NBR. Duty Exemption and Drawback regularly has numerous, and significant audit findings and an improved audit checklist would improve financial management. A draft audit checklist was developed based on collaboration between NBR and CAG staff. Based on this checklist, a pilot audit of DEDO was conducted. The audit represented a significant deviation from how audits had been conducted in the past.
 - Without encroaching into the administrative authority of DEDO and NBR the audit team tried to focus on examining irregularities from Performance point of view. It also concentrated on major deviations involving significant amount of money. Audit sampling was done with care to ensure proper inclusion of all groups of DEDO classification.
 - The Queries were issued only after detailed discussion with the concerned officials. Audit paras were only developed and included in the report after mentioning auditee’s replies and the legal arguments as to why the replies could not be considered acceptable. All papers linked to audit examination were mentioned as Working papers. This reflects clearly the volume and coverage of audit scrutiny projecting an improved format of the Audit Inspection Report. (All audit paras were linked to the relevant supporting documents).
 - Management letter addressed to the Secretary (i.e Principal Accounting officer) including precise audit finding contributed to advance knowledge and possible early action on the part of principal accounting officer.
 - The successful completion of this pilot audit served as the basis for a key set of activities in Year 5 including the finalization of the DEDO audit manual and the development of new CAG Audit Guidelines for key steps in the audit process to promote collaboration and communication between auditors and auditees.

CAG Ethics: PROGATI identified that while a Code of Ethics manual for CAG official did exist, it had never been translated into Bangla nor distributed to staff. The CAG himself requested that PROGATI support him to improve compliance with ethical conduct in his institution. During Year 3, PROGATI engaged a consultant to update and translate the Code of Ethics. At a public event recognizing International Anti Corruption Day 2010, the CAG, in front of 700 of his staff from around the country (which he paid to travel to Dhaka), publicly launched the Code of Ethics.

Audit Statistics Template: During the PROGATI evaluation of the range of activities that could support the CAG, it was identified that the CAG kept no statistics of its findings or of financial irregularities its

auditors have uncovered. Such an analysis would facilitate prioritizing internal control weaknesses to be addressed or other improvements to be made regarding operational procedures. This could also be used to improve audit reports so that the PAC could address minor fraud issues at a macro level. Cases are now discussed individually in audit reports rather than grouping them together.

PROGATI engaged a consultant to develop reporting template that could assist the CAG in collecting and analyzing macro-level data on audit findings. Though considerable effort went into the development of the template in collaboration with CAG officials, resistance from key offices prevented the widespread utilization of this tool.

Expected Result 3.3: Policy formulation and implementation capacity strengthened

PROGATI was formally assigned two partner ministries the MoFDM and the MoLGRD in August 2009, at the end of Year 2. Initial meetings during September 2009, and subsequent joint planning and assessments on the range of possible activities took longer than anticipated. Work with Ministries was starting later than the CAG activities and some Ministry officials had reservations about working so closely with the audit institution. The different mode of work with Ministries, who are used to large scale projects with funds that they control, also presented a challenge. Significant effort was spent sensitizing the Ministry official on the PROGATI objectives.

An initial assessment of areas where PROGATI could support these ministries identified the weak and unproductive relationships between these institutions and the CAG. Due to weak enforcement rules, minimal appreciation for the value of audit findings, and weak reporting by the CAG, there is slow and, in some cases, no response to CAG audit findings from Ministries. In Expected Results 3.3 and 3.4, PROGATI worked to improve communication and collaboration between the CAG and ministries.

PROGATI efforts on policy formulation focused on four key areas:

Improving Internal Audit Capacity: As an entry point into building new and stronger relations between partner ministries and the CAG, PROGATI supported the strengthening—and in some cases, the establishment—of internal audit cells within partner ministries. Beginning in Year 4, PROGATI developed a module on strengthening audit functions for the two partner ministries. The training focused specifically on the roles and responsibilities of the different ministry and CAG departments, presented case studies of the audit “life cycle,” from query to final report, and how the Public Accounts Committee reviews and addresses audit findings. This training represented the first initiative to build stronger awareness within the Executive for CAG functions and served as a platform for significant efforts in Year 5 (see below).

Social Audit: The social audit of the VGD program (described in Component 2.2) was conducted as partnership between the MoFDM and CSOs. PROGATI’s civil society partner BITA conducted a training of 25 officials from the Ministry on “Social Audit Methodology - Uses and Applications for Policy Reform.”

The training served two purposes. First, it further strengthened ties between the civil society groups conducting the audit and the Ministry officials who would be responsible for using the findings. Ministry officials were now engaged included in the process, familiar with the methodology and clear about what the audit might produce. This strategy has generated important benefits in how the social audit findings have been used for policy reform, particularly in Year 5 (see below). Second, by involving Ministry officials in the social audit planning, they became interested and willing to participate in implementation.

The success of the social audit—collecting data from over 4,000 card holders—is in large part due to the inclusion of Ministry officials in the process. When data collectors traveled to local areas, they were consistently confronted by local officials asking on whose authority the data was being collected. Having government officials validating that this information is and should be available to the public was very helpful. A total of 150 government officials from all levels of government participated in the social audit.

Food Management: The assessment of possible PROGATI interventions with the partner ministries identified corruption and mismanagement in Government of Bangladesh food warehouses to be a significant issue. As described to PROGATI staff, 500 Inspectorate (field) and Clerical staff, Accountants, Auditors and Silo operators had been appointed in 2010 with no training. They have been posted into the field but were facing problems to perform their duties. Several ministry officials, particularly at the Divisional level requested that PROGATI provide training to the newly posted Inspectorate staff on Ghats and Godown management operations such as movement, storage, procurement and distribution activities.

The training addressed issues of transparency and accountability, with a particular focus on procurement procedures, audit compliance, and requirements of the VGD program.

A total of 30 MoFDM staff from Dhaka Division received training during Year 4. PROGATI also developed a draft manual for the Ministry on Food Management. In Year 5, this effort was significantly expanded, with ministry staff participating in a Training of Trainers program and replicating the training throughout Bangladesh. PROGATI also printed and distributed 5,000 copies of the manual to Ministry officials (see below).

CAG, ACC and Ministry Field Visits: PROGATI organized field visits of CAG, ACC and Ministry officials to observe community scorecard and budget oversight campaigns conducted by civil society partners. These trips had two key functions. First, they fostered linkages between government and civil society on improved government service delivery. Second, the visits introduced government officials to the important work being done by CSOs at the local level on issues such as VGD oversight, and monitoring of health and education facilities. The observation of hands on activities expanded the government officials' perception of the role for civil society in monitoring services. A total of 10 CAG, 5ACC and 10 Ministry officials participated in field visits.

Expected Result 3.4: Intra-governmental consultation and information improved through more regular consultations, joint meetings, establishment of commissions or improved means of communications

Financial Oversight Working Groups: PROGATI established Financial Oversight Working Groups in a total of four public institutions; the two PROGATI partner ministries as well as the Ministry of Health and Family Welfare and the NBR. Financial Oversight Working Groups (FOWGs) are venues for officials from the CAG and respective institutions and meet to discuss issues related to audits and implementing audit findings. The establishment of these working groups represented the first time the CAG and principle accounting officials met to discuss audit procedures and improved communication.

The FOWGs were launched in Year 3 with the MoFDM and MoLGRD. Three meetings were held with each ministry with an objective of addressing the problem of poor communication between auditor and auditees. Ineffective communication between Ministries and CAG resulted in lengthy efforts to resolve audit findings and poor relations between the officials involved. Ineffective communication is the result of weaknesses from within both the CAG and Ministries, however. CAG officials often do not provide

timely responses to the Ministries, and Ministries find it difficult to understand the responses due to the format in which they are presented. Ministry officials do not keep records of audit objections and do not use a standard format to respond to audit queries. The working group provided a forum for Ministry and CAG officials to discuss methods for improving communication and for evaluating the effectiveness of any new methods employed.

The first meeting discussed strengths and weaknesses in communication between the ministry and CAG regarding resolution of Audit Findings and identify actions that can be taken to improve communications. The second meeting reviewed recommended actions and formulated a plan of action to implement them, and a third meeting reviewed progress in implementing planned activities.

This first set of FOWGs represented the first time that the CAG and Ministry Secretaries (the Principle Accounting Officer) had met, and resulted in a new spirit of cooperation and constructive communication. Recommendations that emerged from the first FOWGs included:

- Establishment of Ministry and CAG focal points to address audit issues;
- Collaboration to improve the quality of Local Inspection Reports (LIR); and
- There should a meeting of the Secretary and C&G before finalization / inclusion of audit objection in CAG’s Audit Reports.

The MoLRDC took an important step and issued an “Office Order” formalizing the FOWG and ensuring ministry officials would take part.

In Year 4, the FOWGs were expanded to include two new institutions, the MoHFW and NBR. The focus of these meetings was general improved communication and collaboration, and establishing shared understanding of the value of audit. For the second round of FOWGs with MoFDM and MoLGRD, the emphasis shifted from improved communication to specific steps necessary for addressing the systemic issues raised in audits. The first meeting discussed the range of Public Accounts Committee recommendations for the Ministry and set priorities. The second meeting identified methods for addressing these recommendations, establish a plan for implementing recommendations and set performance targets. And the third meeting reviewed progress towards addressing recommendations.

Tripartite Meetings: PROGATI supported a series of tripartite meetings between the CAG, Audit Directors and PROGATI Partner Ministries. Unlike the FOWGs, which dealt with systemic issues, the tripartite meetings were intended specifically to make headway on the massive backlog of audit reports before the Public Accounts Committee. Officials reviewed, discussed and resolved many outstanding audit objections. After completing the meetings, the PAC should be able to clear much of the backlog of audit objections concerning these two ministries. Table 13 presents the work produced of the tripartite meetings during Year 4.

TABLE 13: WORK PRODUCT OF TRIPARTITE MEETINGS

Name of Ministry	Total No. of Audit Objections	Amount Involved (BDT)	No. of Para Discussed	No. of Para Settled	Settlement Letters Issued
Food	25,180	249,930	737	736	358
Local Govt.	66,514	NA	2,146	1,214	541
NBR	49,650	NA	141	90	21

Thailand Study Tour – In February 2010, PROGATI sponsored a cross component study-tour to Thailand to observe how independent oversight institutions such as the Office of the Auditor General (OAG) and the National Anti-Corruption Commission (NACC) were interacting with media and civil society to address corruption issues. The PROGATI delegation included the CAG, the ACC Chairman, officers from the CAG and ACC, journalists and civil society representatives.

PROGATI stakeholders visited counterpart organizations and representatives to discuss challenges and opportunities they faced in promoting transparency, accountability and good governance. Participants learned how collaboration among government agencies, civil society and media strengthens efforts to oversee government activities and expenditures. In particular, the tour highlighted:

- Recent efforts of the OAG and NACC to re-establish their leadership, build their reputations and credibility among stakeholders, and fulfill their mandates, with a focus on public outreach and external communications;
- Recent efforts of the OAG, NACC, civil society and media to collaborate in activities to increase transparency and accountability in public expenditure; and
- Regional initiatives to fight corruption and promote transparency and accountability.

The study tour had important results for PROGATI:

1. First, it strengthen the initial efforts at interaction between the CAG and ACC by providing an example of how greater collaboration. After the study tour, the two institutions for the first time designated focal points to each other.
2. The Thai OAG has a strong track record of engaging the media in covering audit findings and advocating for strong public financial management. The CAG was able to study the Thai model up close which influenced the opening of the Media and Communications Cell.
3. The meeting with the UN Organization on Drugs and Crime (UNODC) offered a framework for assessing how institutions are working together to promote anticorruption initiatives. PROGATI applied this framework in the development of the Year 4 workplan. The UNODC assesses the degree to which institutions are:
 - Engaging in joint training;
 - Implementing strategies to share information;
 - Establishing secondments or staff exchanges;
 - Developing joint strategies.

CAG - ACC Meetings: Following on from the Thailand study tour, PROGATI attempted to initiate a series of activities to strengthen interaction between the CAG and ACC. An assessment on the potential areas of collaboration was conducted in Year 3 which resulted in a document outlining a detailed framework for how these two institutions could work together. The framework outlined short-term tasks (joint public events, establishing focal points, and developing a Memorandum of Understanding) as well as long-term steps (establishing a joint investigation unit, changes to the legal framework for the two institutions). PROGATI also conducted a workshop on this framework and the respective roles of the two independent oversight institutions in promoting good governance.

These PROGATI efforts did not lead to sustainable interaction between the two institutions. This result is attributed to some of the key characteristics of the CAG and ACC:

- Both the CAG and ACC suffer from systemic weaknesses and have never assumed the full independence necessary to implement their mandates. Both institutions were therefore very protective of their respective (limited) mandates and ambivalent about significant collaboration. The fear was that if they were perceived to be too collaborative, they might jeopardize what little independence they enjoyed.
- The CAG has a reputation for being an institution that suffers from corruption within its ranks. There was a perception within CAG staff that getting too close to the ACC would make the CAG staff vulnerable to future investigation.

CAG - PAC Meetings: In January 2011, PROGATI held a workshop on Implementation of PAC Recommendations: Key to Good Governance” for the CAG, PAC and other parliament officials.

YEAR 5

Expected Result 3.1: OCAG has more effective and stronger internal procedures for enhanced oversight, improved operating systems and more enabling legal environment

Key objectives of the CAG were to (i) improve and clarify processes and procedures for conducting audits of public agencies; (ii) develop user-friendly guidelines that enable more efficient and cooperative working relationships between those conducting audits and those being audited; and (iii) encourage more open communications with the public, civil society and the media to increase understanding and use of audit reports. PROGATI 5th year activities with the OCAG focused on assisting to make progress toward these objectives. On numerous public and private occasions the CAG expressed his appreciation for the extent to which PROGATI assistance promoted these objectives in ways that were practical and useful to his Office.

Specific activities supported during Year 5 included:

Ethics Training: The OCAG is often criticized because of its lack of transparency. And, there is concern that OCAG officials are themselves engaged in practices and dealings that are not consistent with the standards which the Office is created to promote. With this as background, PROGATI, with the encouragement of the CAG, developed a module on ethics training. The module was used to train 60 OCAG officials. Beyond PROGATI support, the ethics training module has been used to train additional OCAG staff.

Clarifying Key Steps in the Audit Process: While OCAG engages with many training activities for its staff there is no standard guide or complication of processes and procedures. PROGATI, with the support of its partner agency the Bangladesh Enterprise Institute, undertook to develop such a guide for OCAG staff. The BEI team, comprised of senior former senior finance and audit officials led by a former CAG, reviewed available documents and engaged in substantial consultations with OCAG staff to produce a Guide that has been approved by an OCAG internal review board and signed off on by the CAG. There is expectation that the Guide will be widely used by the OCAG in training activities and by Officials in their daily work.

Developing User-friendly Guidelines and Rules for Financial Management and Procurement: The public offices that are audited by the OCAG often are not familiar with audit terms, procedures and

processes. The result is that audits are often conducted in a context of lack of understanding as well as of clarity. In an effort to bridge this gap, PROGATI, again with the encouragement of the CAG and with the technical support of PROGATI partner agency BEI, engaged in a process of dialogue with auditor and auditees to produce a handbook to be used by auditees that clarifies terms, processes and procedures in a clear and user-friendly manner. This Handbook has been cleared by OCAG review board and approved by the CAG. This activity complements PROGATI work (described below) related to the Financial Oversight Working Groups and training on internal audit procedures.

Besides the Handbook on Audit Procedures, PROGATI supported the development of a manual for the Duty Draw Back (DEDO). This Office, related to Customs and Taxes, has represented one of the most challenging Offices to Audit because of its complex operations and procedures. PROGATI supported an extensive review and consultation process with DEDO and NBR officials leading to the development of a set of guidelines for the audit of DEDO. In a final meeting, participated in by all stakeholders, and at senior levels, the guidelines, and the process for their development were lauded by both audit and auditee officials.

Training of Ministry Audit Cell Staff on “Implementing Strong Audit Procedures”: Strong Ministry Internal Audit Cells can play an important role in streamlining Ministry financial activities. To strengthen Cells, PROGATI partner agency BEI developed a training module and successfully completed three days training programs for 15 participants each from the Internal Audit Cells of the Ministry of Health, the MoLGRD, and the MoFDA.

As a result of the training, these Internal Audit Cell staff are now working more effectively managing and controlling Ministry budgets and expenditures. As an example, the Head of the Internal Audit Cell of the MoFDA said that, “I am now more confident in dealing with internal audit issues. I am now invited to almost all internal management meetings in the Ministry to talk on budget and expenditure issues. The Secretary is appreciative of my contributions.” The training has also assisted the Ministries to address more effectively queries from the OCAG and the Public Accounts Committee (PAC).

During the 5th Year 6 additional meetings were held of the Financial Oversight Work Groups. The result has been improved communications between the OCAG and the relevant ministries, a commitment to continue to hold these joint meetings as a means of strengthening internal audit controls in the ministries and as an impetus to address the backlog of unaddressed audit findings.

Strengthening the OCAG Media Cell: Considering the potential importance of audit information to media when reporting on stories related to public financial accountability and the interest of the CAG to make audit findings more accessible to the public (including the media), PROGATI, with the technical assistance of an international expert, provided the following technical assistance and support to the OCAG: (i) review and comment on current OCAG guidelines for the conduct of press conferences with recommendations for improvement; (ii) development and delivery of a two-day training module for senior OCAG staff on the RTI Act; a review and comment on performance and progress of the OCAG’s Media and Communications Cell with recommendations for ensuring sustainability.

PROGATI arranged a two-day training program for 20 senior-level officers of the Audit Department on “Media Relations and the RTI Act.” The training was conducted by PROGATI’s international consultant with the help of the former Auditor General of Canada and associated with the SCOPE project. Just after the training, representatives of six media houses were invited to a “mock” briefing from the CAG with the assistance of the trainees on media relations. The “mock” briefing session was arranged as a rehearsal for

the CAG before a more formal briefing to occur later. In the session, held on May 23, the CAG shared audit information, encouraged the media to use audit findings in their investigative reports and assured the media representatives of the OCAG cooperation through its Media Cell. There was media coverage of and reporting on the session.

CAG reports, historically, have been placed in the parliament without publicity or sharing with the media, CSOs and donor agencies. This briefing represents the first time that the CAG has taken the initiative to brief the media on the outcome of audits.

Expected Result 3.2: Policy formulation and implementation capacity strengthening

PROGATI relates to the three principal oversight institutions of Bangladesh and seeks to strengthen their independence, strategic approaches and implementation capacity. The authority of OCAG is embedded in Constitutional language but this general language has not been formulated and enacted into law. As a result, the CAG's independence from the executive branch is constrained affecting its ability to manage its agenda as well as financial and human resources. The Anti-Corruption Commission (ACC) also suffers from lack of independence to set its agenda and manage its human and financial resources. The Prevention arm of the ACC is weak and operates without adequate training and plans. The Information Commission (IC) is responsible for the administration of the RTI Law and, while progress has been made, its capacities to perform these responsibilities are still in the process of development.

Activities PROGATI has undertaken in the 5th Year included:

Audit Act Advocacy: In order to strengthen the independence and capacity of the OCAG, PROGATI, in close communication with the OCAG and with the support of partner organization BEI, has advocated for the drafting and passage of an Audit Act. To this end, PROGATI provided legislative drafting assistance to the OCAG and briefed key Parliament Standing Committees (the Public Accounts Committee and the Parliament and Law Committee) on the need for and content of an Audit Act. It also interacted with the Finance Ministry, which has been a major road block to an Audit Act that would strengthen the independence of the OCAG at the expense of Finance Ministry relationship to audit and accounts functions. The Audit Act, if passed, would increase the independence of the OCAG to recruitment staff, develop and present its budget, to deploy its resources and set its agenda, and to submit its reports to the Parliament.

As a result of the Standing Committee briefings and other advocacy activities facilitated by PROGATI, the Chair's of these two key Standing Committee's expressed their support for the passage of an Audit Act. A key Member of Parliament raised the issue of an Audit Act in a Parliament session advocating its passage. The Finance Minister responded by committing to present an Audit Act to the Parliament in the session of the Parliament following the Parliamentary Budget Session. There remains an expectation that an Audit Act will be presented to Parliament at this time but whether the version presented will be that developed by the OCAG or a more watered down version presented by the Finance Ministry is still unknown.

Strategic Plan for Information Commission: In developing the 5th Year workplan for PROGATI and in consultations with the Chief Information Commissioner, the need for the development of a vision statement and strategic plan for the IC was raised. To respond to this need, PROGATI, in collaboration with its partner organization BEI, engaged in consultations with key stakeholders and presented a draft Strategic vision and plan to the Chief Information Commissioner. This Plan was reviewed and approved by the Chief Information Commissioner and is now posted on the IC website. The Strategic Plan lays out

a vision for the IC, identifies key issues that must be addressed to implement it and a schedule for implementation.

For the Information Commission to perform its responsibilities effectively the IT functionality and website of the IC need to be strengthened. This need was reflected in the above referenced Strategic Plan. The Chief Information Commissioner, recognizing this need, asked PROGATI to provide support for strengthening its IT functionality and website. Following an in depth assessment and clearance by USAID of the plan, PROGATI contracted for the upgrading of the IC's IT capacities and improvements to its website. This upgrading was followed by in depth training on the use of these capacities of IC staff in headquarters and key Information Officers in the field. During this process, and as an effort to support the sustainable use of this capability PROGATI coordinated closely with A2I, who agreed to dovetail some of their support, provided through a UNDP Trust Fund to which USAID contributes, by adding components to the website that would enhance its use by IC representatives and the public.

Strategic Communications Plan for the ACC: PROGATI, in the 5th Year, increased its support to the ACC, focusing its assistance on strengthening the Prevention arm of the ACC. The following activities were undertaken related to this purpose:

A key outreach initiative of the ACC is the establishment of "Integrity Units" comprised of youth committed to attacking corruption in their districts. PROGATI, with the support of partner organization MRDI, organized a major event for the ACC attended by more than 900 youth members of district-level Integrity Units. The event featured motivational speeches by ACC members, a keynote address by the Education Minister, a play performed by PROGATI partner organization BITA, musical performances by renowned Bangladeshi popular artists. The ACC Chair wrote PROGATI following the event praising the event as indicative of the types of initiatives that must be undertaken to engage youth with the fight against corruption.

The ACC had advocated for the passage of a Whistleblower Protection Act. While the Act was enacted recently by Parliament awareness of it remains limited and the implementation provisions undeveloped. The ACC requested PROGATI to support it to bring greater visibility to this Act and to the need for its implementation. With the support of PROGATI partner organization MRDI, a major event was held participated in by the Law Minister, ACC Chair, the Chief Information Commissioner, CAG, U.S. Ambassador, by more than 20 members of Parliament and by key representatives of civil society and the media. The meeting was moderated by the Director of TI Bangladesh and the keynote address was given by Barrister Manzoor Hasan, a person with a long-time association with PROGATI, that outlined the key provisions of the law and the steps that need to be taken to implement it effectively. The event was widely covered by the print and electronic media.

Despite its potentially critical role in combating corruption, the ACC has not developed its usage of Information Technology either for the investigative or preventive components of its responsibilities. At the request of the ACC Chair, PROGATI, with support from partner organization MRDI, organized a high level seminar of the use of IT in combating corruption. The Seminar was chaired by the ACC Chair. The Chief Guest of the Seminar was the Finance Minister and Special Guest was the USAID Mission Director. Contributors included the Secretary of the Ministry on Information and Technology and National Director of the Access to Information Project (A2I), a Commissioner of the Information Commission, the Director of the Manusher Junno Foundation and the Director of TI Bangladesh. More than 15 MPs were in attendance and contributed to the discussion. The event was widely covered and reported in the print and electronic media.

At the request of the ACC Chair and the Director General of the ACC for Prevention, PROGATI was asked to assist with the development of a communications strategy for the ACC. PROGATI partner MRDI developed the strategy paper following consultations with the ACC Commissioners and key staff as well as with key stakeholders concerned with combatting corruption. The need for a Communications Strategy, at the encouragement of USAID, was discussed with GIZ, that will be providing ongoing support to the ACC Prevention Unit. The outline and basic content of the strategy paper was discussed between the PROGATI COP and the GIZ Program Lead at the 5th Independent Commission Against Corruption Symposium in Hong Kong with GIZ sponsoring representatives to the Conference from the ACC while PROGATI sponsored representatives from the OCAG. The Communications Strategy paper has been forwarded to the ACC as a support to its efforts to strengthen its outreach and communications capacities. The Endline Survey of Public Perceptions regarding Corruption, supported by PROGATI, shows that public awareness of and confidence in the capacity of the ACC to combat corruption has declined since the baseline study conducted in 2008.

National Seminar on Social Audit of VGD: PROGATI, with the support of partner organization BITA, conducted a National Seminar on ‘Sharing Results of Social Audit on VGD: Way Forward. The National Seminar drew on social audit work that had been conducted by PROGATI partners in earlier stages of the program. The objective of the seminar was to provide key stakeholders from government and civil society with the final results of the social audit conducted of the VGD program along with recommendations for how shortfalls in VGD implementation can be overcome.

With 85 participants, the Seminar was chaired by the Director of BITA with the Chair of the Parliamentary Standing Committee of the Ministry of Women and Children Affairs serving as the Chief Guest. Her speech stressed the importance of transparency and accountability in achieving the desired results of government-run services and programs. She cited social audits as effective means to reduce irregularities and corruption in development initiatives. She mentioned the earlier interactions on sharing findings of social audit on VGD and consequent progress. As a follow up to the meeting, the Ministry of Women and Children held an internal meeting to discuss ways in which social audit findings can be used to overcome weaknesses in the VGD program. BITA was asked to attend as an expert advisor on the subject.

Open Government Partnership: The Year 5 extension contract scope of work included an assessment of Bangladesh’s readiness to join the Open Government Partnership (OGP). This assessment was completed in June 2012.

The OGP represents a coalition of 54 governments committed to advancing the practice of open and transparent governance worldwide. Its intent is to secure concrete commitments and implementation of new practices from governments to promote transparency, increase civic participation, fight corruption, and harness new technologies to make government more open, effective, and accountable.

Bangladesh’s Qualification for OGP Eligibility: Based on the latest indices, Bangladesh missed the qualifying threshold to join OGP by 1 point; it gained 11 of the 12 points needed to qualify (out of a possible 16 points). There are four measures of open government: fiscal transparency, access to information, citizen engagement and asset disclosures related to elected or senior public officials. Bangladesh scored as follows:

- Fiscal Transparency: 2 points out of 4.
- Access to Information: 4 points out of 4.

- Asset Disclosure: 2 points out of 4.
- Citizen Engagement: 3 points out of 4.

There are three possible areas where policy change, new legislation or stronger implementation of existing laws would allow the GOB to qualify for OGP: (1) more timely publication of the annual audit report (one year after the end of the budget year); (2) publication of asset and income disclosure information for high government appointed and elected officials; (3) more consistent implementation of existing legislation regarding civil liberties.

It is unlikely that the GOB will meet the requirement for public disclosure of asset information; this would require an amendment to the RTI law which currently protects the privacy of individuals and excludes personal information or information that might endanger the individual. It will also require amendment to the Election Law 1972 (Representation of People Order) regulating electoral candidates and the Civil Service law which requires wealth disclosures but not their publication and possibly the 1974 National Board of Revenue Act. Observers deem that these changes are not likely given the volatility of all aspects of Bangladeshi electoral politics especially in a pre-election period.

USAID Strategy Objectives and the Open Government Partnership: USAID programming supports open government through its Country Development Cooperation Strategy, namely DO 1.1.: Strengthening political processes and DO 1.2 greater accountability and transparency in government. It reflects how USAID can best support the five year plan goals of the GOB in this area, and meet the objectives of the U.S. Government. It is not evident that Bangladesh's membership in OGP will yield additional benefits to or significantly further USG objectives as defined in the country strategy and supported by the USAID budget. Given tight program budgets and staff constraints, USAID must carefully weigh the use of its resources. Arguably, it is not USAID's role to actively engage resources or efforts to carry GOB over the OGP eligibility threshold when USAID has already defined what is necessary and possible to achieve and if the GOB has not signaled its interest.

Recommendations for USAID activities: Given the current lack of knowledge and interest in OGP, the current political environment and the uncertainty about sufficient political will for follow through in implementation of OGP commitments, the following is recommended:

- Engage with and initiate a dialog with relevant GOB and other stakeholders to inform them about OGP including its potential benefits and requirements. Use this as a means of assessing GOB interest in pursuing membership.
- Do not engage significant staff resources unless it is clear that the GOB will take initiatives to implement eligibility requirements.
- Continue to pursue the defined strategy and programming that support greater transparency and accountability in government and good governance practices. Additional program elements focused on OGP eligibility should not be added unless or until it is demonstrated that they will benefit the USAID objectives in the long term.

Expected Result 3.3: Intra-governmental consultation and information sharing among public institution, such as the OCAg, ACC and the ministries improved through more regular consultations, joint meetings and establishment of sustainable cross-body oversight groups

Noting a lack of communication, coordination and information sharing among the key Bangladesh oversight institutions (ACC, IC, OCAg) at headquarters and in the field, PROGATI, with the support of partner organization BEI, undertook a series of 9 coordination meetings, 6 in the divisions and 3 in Dhaka involving senior representatives of the 3 oversight bodies as well as representatives from relevant government offices, civil society and the media. In the divisions these coordination meetings, in several instances, represented the first time these 3 oversight bodies had met with each other to discuss their roles and processes and possibilities for working together toward the common objective of promoting transparency and accountability in the use of public funds. At a final meeting in Dhaka, chaired by the ACC Chair and participated in by the IC Chief Commissioner and CAG, an agreement was announced that the three heads of the Oversight Bodies will meet once in two months, with a pre-established agenda, to discuss ways in which they can share information more effectively and coordinate their leadership efforts in promoting greater transparency and accountability. There appeared to be a parallel interest at the division level for these coordination meetings to continue, but encouragement from headquarters of each organization is likely needed to ensure this.

Table 14 presents the meetings of representatives of civil society and key oversight institutions during Year 5.

TABLE 14: MEETINGS BETWEEN OVERSIGHT INSTITUTIONS AND CIVIL SOCIETY DURING YEAR 5

PROGATI Year 5 Deliverable—Collaboration Among OCAg, Information Commission, ACC, and CSOs				
Activities	District	Division	Number of meetings	Participants
District-level meetings on entry points mapping and advocacy work with District Education Task Force	Khulna	Khulna	4	District Accounts Officer (CAG), District Information Officer, ACC representative, and CSOs
District-level meetings on entry points mapping and advocacy with District Hospital Management Committee and District Family Planning Committee	Meherpur	Khulna	4	District Accounts Officer (CAG), District Information Officer, ACC representative, and CSOs
District-level meetings on entry points mapping and advocacy with District Hospital Management Committee and District Education Task Force	Cox's Bazar	Chittagong	5	District Accounts Officer (CAG), District Information Officer, ACC representative, and CSOs
District-level meetings on entry points mapping and advocacy with District Family Planning Committee and District Education Task Force	Comilla	Chittagong	5	District Accounts Officer (CAG), District Information Officer, ACC representative, and CSOs
District-level meetings on entry points mapping and advocacy with District Hospital Management Committee and District Education Task Force	Bogra	Rajshahi	6	District Accounts Officer (CAG), District Information Officer, ACC representative, and CSOs

PROGATI Year 5 Deliverable—Collaboration Among OCAG, Information Commission, ACC, and CSOs				
District-level meetings on entry points mapping and advocacy with District Hospital Management Committee and District Family Planning Committee	Sirajgonj	Rajshahi	4	District Accounts Officer (CAG), District Information Officer, ACC representative, and CSOs
District-level meetings on entry points mapping and advocacy with District Hospital Management Committee & District Family Planning Committee	Lalmonirhat	Rangpur	4	District Accounts Officer (CAG), District Information Officer and CSOs (NB: no official ACC representation in district)
District-level meetings on entry points mapping and advocacy with District Hospital Management Committee & District Family Planning Committee	Barguna	Barisal	4	District Accounts Officer (CAG), District Information Officer and CSOs (NB: no official ACC representation in district)
District-level meetings on entry points mapping and advocacy with District Hospital Management Committee and District Family Planning Committee	Patuakhali	Barisal	4	District Accounts Officer (CAG), District Information Officer and CSOs (NB: no official ACC representation in district)
Role of the Oversight Institutions in Promoting Transparency and Accountability in the Public Institutions”	Rajshahi	Rajshahi	1	CAG, ACC and Information Commission
Meeting to Promote Coordination and Communication between Key Oversight Agencies	Dhaka	Dhaka	1	CAG, ACC and Information Commission
Meeting to Promote Coordination and Communication between Key Oversight Agencies	Sylhet	Sylhet	1	CAG, ACC and Information Commission
Meeting to Promote Coordination and Communication between Key Oversight Agencies	Chittagong	Chittagong	1	CAG, ACC and Information Commission
Meeting to Promote Coordination and Communication between Key Oversight Agencies—Follow-up	Dhaka	Dhaka	1	CAG, ACC, Ministry and Information Commission
Meeting to Promote Coordination and Communication between Key Oversight Agencies—Follow-up	Rajshahi	Rajshahi	1	CAG, ACC, Information Commission, Ministry, Media and CSOs
Meeting to Promote Coordination and Communication between Key Oversight Agencies—Follow-up	Chittagong	Chittagong	1	CAG, ACC, Ministry, CSOs and Information Commission
Facilitating Collaboration and Coordination between the Office of the CAG, Information Commission and ACC for Promoting Greater Transparency and Accountability in Bangladesh—Follow-up	Dhaka	Dhaka	1	CAG, ACC, Information Commission and Media
Meeting to Promote Coordination and Communication between Key Oversight Agencies—Follow-up	Sylhet	Sylhet	1	CAG, ACC, Information Commission, Ministry, Media and CSOs

Expected Result 3.4: CSOs have specialized watchdog expertise and capacity to support GOBs oversight bodies in monitoring, analyzing and publicizing corruption, as well as advocate for policy reforms to foster a more enabling environment for oversight bodies

In the 5th Year of PROGATI the decision was taken to focus Civil Society initiatives on building public-private partnerships with government institutions and the key oversight bodies. To promote this orientation PROGATI focused its efforts, in cooperation with partner organizations (BITA, AVAS, Grameen Alo, BWCCI, KF), on developing second generation citizen charters at the Upazilla (sub-district) and Union Parishad levels (to complement the efforts of UNDP to promote second generation citizen charters at the district level), as well as to vitalize program committees mandated at the district level that have either not been established or are moribund, as entry points for promoting more effective collaboration between government and citizens related to program commitments and performance.

Citizen Charters: As per plan, citizens, respective unions and Upazila GOB authorities jointly adapted 33 citizen charters related to 33 programs. This number increased to 35 when local CSOs in Barisal division implemented this CC adaptation work in two more Upazilas. Sector-wise Citizen Charters adapted under PROGATI were: Health & Family Planning, 29 (23 covered only Health Services and 6 covered Family Planning), VGD 1, and Education 5. Of the 35 Citizen Charters 19 were adopted at the Upazila level and 16 at the union level. The revised versions of Citizen Charters, developed and agreed to jointly by government and CSO representatives, detailed the services that are supposed to be available, explained how to access information as well as procedures for making complaints. All of the 35 Citizen Charters were hung in suitable public places. Table 15 provides information on the specific location of citizen charters established through PROGATI.

TABLE 15: CITIZEN CHARTER DEVELOPMENT

Division	District	Upazila	Sector	Institution
Barisal	Barisal	Agailjhora	Health	Upazila Health Complex
Barisal	Barisal	Barisal Sadar	Health	Kashipur Union Health & Family Welfare Centre
Barisal	Barisal	Wazirpur	Education	Mundupasha Govt. Primary School
Barisal	Jhalakathi	Kathali	Health	Upazila Health Complex
Barisal	Jhalakathi	Jhalakathi Sadar	Health	Kritipasha Union Health & Family Welfare Centre
Barisal	Jhalakathi	Nalcity	Health	Bairabpasha Union Health & Family Welfare Centre
Khulna	Jhenaidah	Jhenaidah Sadar	Education	Maharajpur Union- Kulfadanga Govt. Primary School
Khulna	Jhenaidah	Moheshpur	Health	Upazila Health Complex
Khulna	Jhenaidah	Jhenaidah Sadar	Health	Palglakanai Union- Barbari Health & Family Welfare Centre
Barisal	Pirojpur	Jianagar	Health	Upazila Health Complex
Barisal	Pirojpur	Kaukhali	Health	Sialkati Union Health & Family Welfare Centre
Barisal	Pirojpur	Pirojpur Sadar	Health	Kadamtala Union Health & Family Welfare Centre
Barisal	Pirojpur	Najirpur	Health	Sriramkati Union Health & Family Welfare Centre
Barisal	Pirojpur	Vandaria	Health	Vandaria Sadar Union Health & Family Welfare Centre
Chittagong	Anowara	Anowara	Health	Upazila Health Complex
Chittagong	Chittagong	Patiya	Education	Upazila Education Office

Chittagong	Chittagong	Rangunia	Health	Hosnabad Union Health & Family Welfare Centre
Khulna	Satkhira	Ashashuni	VGD	Ashashuni Sadar Union VGD Program
Khulna	Satkhira	Satkhira Sadar	Health	Dhulihor Union Health & Family Welfare Centre
Khulna	Satkhira	Shamnagar	Education	Munshigonj Union- Harinagar Govt. Primary School
Rajshahi	Dinajpur	Dinajpur Sadar	Education	Upazila Education Office
Rajshahi	Dinajpur	Birol	Health	Upazila Health Complex
Rajshahi	Dinajpur	Birol	Health	Upazila Health Complex
Rajshahi	Dinajpur	Chirirbandar	Health	Upazila Health Complex
Rajshahi	Dinajpur	Chirirbandar	Health	Upazila Health Complex
Rajshahi	Joypurhat	Akkelpur	Health	Upazila Health Complex
Rajshahi	Joypurhat	Akkelpur	Health	Upazila Health Complex
Rajshahi	Joypurhat	Panchbibi	Health	Upazila Health Complex
Rajshahi	Joypurhat	Panchbibi	Health	Upazila Health Complex
Rajshahi	Joypurhat	Joypurhat Sadar	Health	Badsha Union - Goplapur Health Sub-Centre
Rajshahi	Rajshahi	Charghat	Health	Upazila Health Complex
Rajshahi	Rajshahi	Charghat	Health	Upazila Health Complex
Rajshahi	Rajshahi	Mohonpur	Health	Upazila Health Complex
Rajshahi	Rajshahi	Mohonpur	Health	Upazila Health Complex
Rajshahi	Rajshahi	Poba	Health	Borogachi Union Health & Family Welfare Centre

District-Level Entry points: In order to strengthen district-level entry points through which citizens can engage with government, thus promoting a more informed constructive dialogue between government and citizens, 40 meetings were conducted with 17 district-level committees in four divisions. Average attendance from different stakeholders in these meetings were: GOB officials- 8; ACC-1 (ACC representatives were absent in Lalmonirhat, Barguna and Patuakhali districts), IC-1, CF-5, PROGATI CSOs-10, and others—10 (including CS personalities, local media professionals and respected committee members). A positive indication is that during the final quarter of PROGATI all 17 committees were continuing to hold their regular monthly meetings as per their action plans and in which PROGATI CSO groups actively participated. The result is greater citizen awareness, input and monitoring of the government's delivery of services in key sectors.

Developing a Bottom-Up Unified Action Plan: In order to assure commitment of CSOs to continue the public-private engagement work supported by PROGATI a Unified Action Plan has been developed. This action plan sets a time bound schedule and framework for further actions to be undertaken beyond PROGATI, designating clear who is responsible for taking the actions forward. The plan also included a means of evaluating the results of implementation of the action plan. In the period of 15 April, 2012 to 25th June 2012, action plans were prepared by the 57 CFs, 18 CSO groups, 29 Citizens Charter Working Groups, and 17 Districts Government Decision making committees.

In order to critically reflect on and consolidate these various plans into a Unified Plan a significant process of consultation was undertaken. Following consultations and the production of a draft Unified Plan two one day workshops were organized with participants from CF and CSOs on 30 June 2012 and 7 July 2012.

In both of the workshops, the participants were formed into smaller groups of CF and CSOs that reviewed the previously prepared draft action plans. The two workshops brought together 27 CF representatives and 28 CSO representatives from 18 districts. The final stage was the consolidation of the two draft plans into one plan. The final draft Unified Action Plan was discussed and endorsed at a 17 July 2012 session participated in by 54 representatives of CFs, CSO, government and others. Through this process efforts were made to encourage participation from other national organizations, projects and networks such as Sujon, TIB, Steps Towards Development, Wave Foundation, SAP Bangladesh, Uddipan, CSCMP, (UNDP/MoPA Civil Service Change Management Programme), Supro, etc.

The Unified Action Plan has been printed and distributed to stakeholders through the PROGATI partner organizations.

E. COMPONENT 4: PARLIAMENT

The following section describes PROGATI’s work in the parliament component across two expected results. A summary of the key activities and achievements is presented for each of the expected results. The expected results for the parliament activities changed slightly in Year 5. As a result the parliament component activities for Years 1 – 4 and Year 5 are discussed separately

Expected Results	4.1 Establishment of a functioning and sustainable Parliamentary Budget Analysis Unit (BAU) 4.2 Increased capacity of Parliament to influence national policy and budget priorities and strengthened oversight capacity by targeted committees leading to more realistic budgets
Key Results	BAMU established in the Parliament secretariat BAMU officials trained on broad range of budget analysis skills MPs have access to wide range of budget analysis products
Impact	Increased questions from MPs indicate increased for budget analysis information

PROGATI was launched during the caretaker government, in absence of Parliament, the project could not conduct consultations with sitting MPs to build a common understanding of BAMU objectives.

PROGATI worked with the Speaker (who retained his post) and moved quickly to present the BAMU concept to a wide range of Parliamentary stakeholders and secure his support for moving forward. This strategy proved very effective in the short run—space was allocated and Parliament assigned 10 staff to BAMU. PROGATI was quickly able to start training activities for the new BAMU officials.

Following the elections in December 2008, BAMU progress was erased. Early BAMU success was attributed to the previous speaker, a member of the BNP. The new parliament, with an overwhelming majority from the AL looked skeptically on any donor program started under the previous leadership. All donors experienced a slowdown in activities, although because the project was new and had not built strong relations within the Secretariat, this slowdown was particularly acute with PROGATI.

It took nearly a year to reestablish the concept of BAMU among the key stakeholders of Parliament—the Speaker and Secretary—to get traction and restart activities. PROGATI was able to leverage some key relationships to allow for new activities.

By this time—Year 3 of the project—there was still no broad understanding of the need for budget analysis skills among MPs and no experience using budget data for monitoring government performance. PROGATI’s calculation, based on the requirement for the establishment of a sustainable BAMU by the end of the project, was to focus on generating demand for budget analysis services, rather than conducting

broad consultations on the specifics for the design of BAMU. By supporting a Budget Analysis Community of Practice comprised of think tanks and research organizations already involved in providing information to MPs, PROGATI was able to expand understanding of budget analysis needs through workshops, seminars and analytic reports.

Over time, a core constituency of MPs with interest in budget analysis services began to coalesce. PROGATI was able to mobilize to demonstrate demand for BAMU. This coincided with the change of opinion by several key stakeholders in the Parliamentary Secretariat.

YEARS 1 - 4

Expected Result 4.1: Establishment of a functioning and sustainable Parliamentary Budget Analysis Unit (BAU)

BAMU's evolution has covered three major phases starting from after the 2008 elections.

Phase 1: Introduction – Immediately after the 2008 elections through mid-2010, PROGATI's work with BAMU was focused on introducing the concept of budget oversight to a wide range of stakeholders and later focusing on the formalities—space and staff. During this phase, much of the work associated with BAMU was conducted outside of parliament with the assistance of the budget analysis community of practice. A great deal of time was spent negotiating with Parliament on the modalities of the working relationship—whether or not formal government project documents were required and whether or steering committee was necessary.

Phase 2: Acceptance – In mid-2010, the transition from “if BAMU” to “when BAMU” took place among key stakeholders. This coincided with resolution through tripartite meetings of Parliament, USAID and PROGATI on the project modalities and the approval of a notional workplan. Parliamentary leaders, both of MPs and staff, started to discuss BAMU independent of PROGATI staff and came to accept that budget analysis support was important. During this phase, the budget analysts started to produce early budget analysis notes and training of BAMU officials covered the conceptual underpinnings necessary for budget analysis. A steering committee, per government procedures, was established chaired by the Parliament Secretary with representatives from the Parliament, MoF and Ministry of Planning. The committee approved annual workplans and individual training modules and served to provide legitimacy to PROGATI's efforts with BAMU.

Phase 3: Production – Starting with the launch in December 2010 through the present, BAMU has been in a period of production. Numerous events have been held, budget analysis reports produced and an expanding group of MPs have made use of BAMU services. A core group of BAMU officials have been involved in writing reports representing the first time parliament staff, rather than Budget Analysts, were involved in BAMU work product. Training during this time has focused on practical skills.

BAMU Organizational Development: PROGATI staff provided a range of support to the Parliament Secretariat to establish BAMU. This support included:

- Developing a handbook for BAMU officials
- Designing and renovating space for the BAMU offices
- Procuring IT equipment for BAMU offices
- Developing job descriptions for BAMU officials

- Jointing developing a vision and mission statement
- Orienting BAMU officials
- Developing a BAMU catalog of resources
- Developing a database of budget data
- Drafting a BAMU briefer for distribution to MPs
- Developing a BAMU sustainability plan

Training of BAMU Officials: PROGATI provided training to the 10 parliamentary officials assigned to BAMU throughout Years 2-4. Training topics included the following:

- Linking Budgets and Policy
- Understanding MoF Reports
- Gender Sensitive Budgeting
- Macro Economy
- Program and Capital Budgeting
- Revenue Projection
- Financing the Public Budget Domestic vs. External
- Fiscal Policy and Fiscal Management
- Public Expenditure and Financial Management
- Sectoral Priorities of the National Budget
- Use of Microsoft Excel
- Public Expenditure Analysis of the National Budget FY 2011
- Developing Databases

Drafting and Disseminating Budget Analysis: PROGATI worked on two tracks to generate budget analysis for MPs. Initially, the focus was on generating demand for budget analysis. Two expert Budget Analysts, hired directly by PROGATI, sat in the BAMU offices and generated Policy Briefs on a range of topics to stimulate interest from MPs. Partners US and IGS also contributed briefs in Year 2. Policy Brief Topics included:

- Oversight Devices for Parliamentarians
- Fiscal Policy, GDP Growth and Fiscal Management
- Improving Expenditure Management
- Parliamentary Oversight in Large Scale Projects
- PRSP and its Importance on the Budget

- Public Expenditure Management in Developing Countries
- Budget Oversight and the Economy: Parliamentary Controls over Public Spending
- Budget Oversight and the Economy: Parliamentary Oversight Process and Practice
- National Budget Priorities
- Bangladesh Economic Trends
- An Overview of ADP Expenditure
- Export Performance of Bangladesh
- Financing the Public Budget in Bangladesh
- Historic Trends of Public Expenditure in Bangladesh

In advance of the FY 2011 Budget, BAMU produced seven summaries of budget trends in key sectors in Bangladesh (Agriculture, Education, Food and Disaster Management, Health, Local Government, and Roads and Railways) and trends of the overall budget.

As interest and awareness in budget analysis grew among MPs, the work of Budget Analysts and BAMU officials shifted from only supplying briefs to responding to direct questions from MPs. Initially, these questions focused on the issue of greatest interest to MPs—the resources allocated to their constituency—but over time they focused on key issues of ADP utilization and policies for monitoring expenditures.

Expected Result 4.2: Increased capacity of Parliament to influence national policy and budget priorities and strengthened oversight capacity by targeted committees leading to more realistic budgets

Building MP Understanding of Budget Issues: PROGATI organized over 15 events from MPs to build their understanding of budget issues. These were conducted both directly by the project, but also by PROGATI partner organizations PRI, BIDS, and US. In Year 4, PROGATI supported BAMU to conduct a three-day budget orientation for MPs. Over 50 MPs representing the full political spectrum attended and the agenda included senior GoB officials including the Governor of the Bangladesh Bank and the NBR Chairman.

PRI, BIDS, and US conducted seminars focused on sectoral issues and targeted specific standing committees. PRI focused on issues of infrastructure and macro-economic policy; BIDS on the costs of social safety net programs; and US on the agricultural sector.

- Infrastructure Gap and Strategy for Infrastructure Investment
- Subsidy and Social Safety net programs
- State of the Economy
- Infrastructure Investment and Government Strategies as reflected in Budget FY11
- Implementation on FY10 Budget: Challenges and Responses
- Social Safety Net and Subsidy Programs FY11 Budget
- Selected Policy and Fiscal Issues in Agriculture: Budget 2010-2011 in Perspective

- Economic and Budgetary Outlook for Bangladesh, 2010-11
- Disaster Management, Food Security and Budgetary Implications
- Food Security, Access to Food, Social Safety Net Programs and Budgetary Implications
- Food Security, Domestic Food Production, Agricultural Support and Budgetary Implications
- State of the Economy FY11 and Challenges Ahead
- A Review of Agricultural Budget: Implications for Budget 2011-12
- Assessment of Budget FY11 for the MoFDM
- Parliamentary Fiscal Oversight: A Comparative Case Study
- Tracking Public Expenditure on Food: The role of Parliamentarians
- Ensuring Growth with Stability: Review of Budget FY11 and Implications for Budget FY12
- Expenditure Tracking on Disaster Management Projects: The Role of MPs
- Parliamentary Oversight of Agricultural Budget: Indicators for Monitoring and Tracking
- Economic Outlook and Review of Budget FY12

PROGATI's approach to work with MPs on budget issues was to initiate work during the budget deliberations and to sustain support during the budget implementation. In Year 4, PROGATI initiated work with two standing committees—the Committee on Food and Disaster Management and the Committee on Agriculture. Each standing committee developed a workplan to ensure that budget seminars met their needs and demands for information. The seminars provided specific methodologies the committees could use to analyze the efficiencies and effectiveness of expenditures.

Strengthening a Budget Analysis Community of Practice: The first exercises to define the structure of a budget analysis unit noted the significance of a broader network of organizations, institutions and individuals with expertise in budget analysis. This Budget Analysis Community of Practice, comprised of academics, think tanks, and public sector institutions (MoF, CAG, NBR) would be critical as trainers and resources to those parliamentary secretariat officials assigned to BAMU, as well as advocates for strengthening the Parliament's role in budget oversight. This community was particularly important as negotiations with Parliament stalled in Year 2 and into Year 3.

PROGATI's work to foster the Budget Analysis Community of Practice took several forms. First, PROGATI convened a series of workshops bringing organizations such as US, PRI, BIDS, Centre for Policy Dialogue, Supro, and IGS to discuss budget analysis issues such as “Budget Analysis: How Research Organizations and Civil Society can Support Parliament” and “Global Climate Change and the National Budget: Lessons for Budget Analysis.”

Second, PROGATI conducted several training courses for mid level staff of organizations and institutions involved in the community of practice on topics such as:

- Macroeconomic Analysis and Public Sector;
- Public Expenditure Management;

- Tax Policy Analysis and Public Budgeting; and
- Revenue Projection and Budget Analysis.

These training events served multiple purposes. Not only did they impart important budget analysis skills, but they were also designed to generate budget analysis documents to serve MPs. As a part of the curriculum, training participants were responsible for producing budget analysis notes that were distributed to Parliament.

YEAR 5

PROGATI activities and engagement in the 5th Year contributed significantly to increasing awareness of and appreciation for BAMU services within Parliament as well as improving the capacity of BAMU to serve as a source of budget information for MPs. All of PROGATI's activities were developed and implemented in close coordination with and had the full support of the Parliament Secretariat and with a view to transitioning USAID support for BAMU from PROGATI to PRODIP.

Expected Result 4.1: Increased capacity of Parliament to influence budget priorities and strengthened oversight capacity by strengthening the capacity of BAMU

Constituency Level Public Expenditure Tracking Exercise for BAMU officials: In May PROGATI subcontractor Unnayan Shamannay conducted a five-day, hands-on training in Khulna on constituency level public expenditure tracking for BAMU officials to understand the implementation status and quality of selected development projects at the constituency level and draw policy lessons on how to improve implementation in the next fiscal year. Over the course of the five-day training, BAMU officials were introduced to the tools, methodologies, and concepts of public expenditure tracking; conducted a field survey and key informant interviews in Phultala and Dumuria upazilas; drafted a situation report and associated presentation on their findings; and presented the findings at a seminar attended by the MP of the target constituency, local Upazila Nirbahi Officers, other upazila level government officials, civil society members, and service recipients. Upazila residents noted it was the first time a team from the national parliament had visited to gather information on the constituency.

This exercise was unique in Bangladesh and the first time Parliament officials have undertaken field level research to understand the salient features of budget allocation and its implementation at the constituency level. Furthermore, it underscores the type of tailored, demand-driven services BAMU can successfully offer. Similar exercises could be replicated in other locations to understand budget dynamics and trajectories in other constituencies.

Budget Monitoring and Expenditure Tracking Training: Unnayan Shamannay also conducted a training on Budget Monitoring and Expenditure Tracking for BAMU officials in order to further strengthen their budget analysis skills. In previous phases of the program, PROGATI had developed budget tracking tools for MPs to monitor budget expenditure; in May Unnayan Shamannay trained BAMU members on the use of those tools. The three-day training covered conceptual issues, methods, and tools of budget monitoring and expenditure tracking; Bangladesh's experience in this field, the role of BAMU in undertaking these exercises; and possible tools and indicators to be used for budget monitoring and expenditure tracking by parliament. BAMU officials also presented the findings from the Khulna constituency-level tracking exercise to the Parliament Secretary-in-Charge.

The Budget Monitoring and Expenditure Tracking was the last of PROGATI-supported trainings for BAMU before the transfer of USAID support for BAMU to the Promoting Democratic Institutions and Practices (PRODIP) program. To mark the conclusion of PROGATI training support, BAMU officials received recognition from Khondkar Ibrahim Khaled, Chairman of the Bangladesh Krishi Bank and former Deputy Governor of Bangladesh Bank, and Md. Mahfuzur Rahman, Parliament Secretariat Secretary-in-Charge.

Research Mentorship: In June PROGATI and Unnayan Shammany hosted an event to mark the completion of a six-month research mentorship program for selected BAMU officials. The mentorship program provided an opportunity for the selected officials to undertake supervised research working closely with renowned experts and apply skills acquired in PROGATI trainings on budget analysis and report writing to the development of in-depth reports on issues identified as priorities by MPs.

On 3 June 2012, PROGATI and Unnayan Shammany organized a completion event at which the BAMU researchers presented their papers: “Analysis of Budget Discussion in the Parliament” by Shah Mahmood Siddiqui, “Strengthening Parliamentary Budget Monitoring and Oversight in Bangladesh: Role of Public Money and Budget Management Act 2009” by Maleka Parvin, and “ADP Analysis of Selected Ministries” by M. Nazmul Hoque.

The research papers and ensuing discussion, in which the Chief Whip, numerous MPs, officials of Bangladesh Parliament Secretariat, BAMU officials, researchers, and journalists from prominent electronic and print media participated and observed, focused on the need to improve legislative oversight of the national budget. Discussion specifically focused on amending rules of procedure to allow key Standing Committees to engage with budget issues and increasing the time allocated to Parliament review of the budget from 30 days to 60 days. The Chief Whip, who spoke at the event, expressed support for both as well as appreciation for BAMU's work, expressing hope that “the research mentorship program will help the officials develop budget monitoring skills and thus they will be able to contribute substantially in strengthening of budget analysis and monitoring in our parliament”.

The event provided a forum for senior officials and decision makers in Parliament to discuss ideas for improved legislative oversight of the national budget, a key benchmark for transparency and accountability in democratic governance. The event also highlighted BAMU's ability to foster such discussions and provide analytical support for a more informed Parliament able to engage in strengthened budgetary oversight. The mentorship program served both to enhance BAMU's capacity to provide services of value to Parliament and its visibility to senior Parliament officials whose support will be required for its continued success.

Budget Bhabna (Thinking) of the Parliamentarians: In Bangladesh, MPs have very limited role in budget making process and, as a result, MPs' views—and by extension those of their constituents—on a number of important issues are not reflected in the national budget. On April 16th, PROGATI organized a pre-budget discussion at which MPs could share their opinions on important economic and social issues with key decision makers involved directly in the budgeting process, including the Chairman of the Parliamentary Standing Committee on Public Accounts, the Chairman of the NBR; and the Additional Secretary of the Finance Division.

The Head of BAMU, made a short presentation on “Budget Tracking (Budget Onnveshon): 2011-12”, a mid-term budget review focusing on the Ministry of Agriculture, Food Division, Local Government Division, Disaster Management and Relief Division, and Ministry of Women and Children Affairs.

BAMU also prepared and distributed briefing notes on “ADP Implementation Status July 2011 – Jan 2012”, “Development Program under Revenue Budget: A Historical Trend”, and “Priority Expenditure and Capacity Assessment of Local Government Division (2007/8 to 2011/12)”, as well as a Mid-term Budget Tracking for the MPs, which was approved by the Parliament Secretariat. A. B. M. Ghulam Mostafa, said that BAMU papers were of high standards—“both detailed and analytical”—and were a great resource for MPs.

The NBR Chairman, whose department is responsible for preparing revenue projections for the budget, delivered a brief presentation on current reform initiatives ongoing in the department. The Finance Division Additional Secretary also gave an overview of expenditure projections of the upcoming budget.

A total of 34 lawmakers from all of the major parties attended the event, including members of the Finance Committee as well as the Chairmen of the three financial oversight committees: the Public Accounts Committee, the Estimates Committee and the Public Undertaking Committee. Every MP in attendance contributed to the discussion, which was enthusiastic, thoughtful, and candid. Though from several parties, none referenced their party affiliation.

The event created a forum for MPs to express their views on budget issues to those responsible for drafting the budget. As the Whip A S M Feroz stated, the event allowed the MPs “to discuss topics that they do not get a chance to raise during parliamentary sessions.” It also highlighted BAMU’s ability to contribute to such discussions, by hosting the event as well as providing helpful and appreciated resources to inform discussions. The Chairman of Public Undertaking Committee, Mr. A. B. M. Ghulam Mostafa noted the high quality of the BAMU papers—“both detailed and analytical”—and which would be of great help to them. Finally, preparations for the event belied increased Parliament Secretariat ownership of BAMU, as evidenced by the Speaker’s invitation to the event to all MPs as well as his approval of BAMU materials distributed at the event. The Parliament also sent an official letter to all senior officials asking them to attend, a protocol usually reserved for important official events.

Second Public Hearing meeting with the Standing Committee on Ministry of Agriculture: On April 17, 2012, PROGATI and Unnayan Shamannay organized a public hearing with the Standing Committee on Ministry of Agriculture to discuss “Subsidy and Information for Agricultural Transformation: Implications for Budget 2012-13”. The public hearing was the second of two facilitated by PROGATI in Year 5 to offer representatives of key stakeholder groups an opportunity to raise their budget priorities which committee members could the share with the Ministry for inclusion in the upcoming budget.

Discussion at the public hearing focused on the issues subsidies and information, which are vital for enhancing productivity and the transformation of agriculture in Bangladesh as envisioned in the government’s Sixth Five-Year Plan 2011-2015 and Outline Perspective Plan 2010-2021. The discussion yielded budget measure suggestions for optimal allocation and implementation of subsidies as well as desired information flows on production and marketing.

There is a strong need for public consultation on the budget to improve transparency and accountability in public resource management and to ensure the budget reflects national priorities. Public hearings serve as a key tool for such consultation but are not regularized parliamentary practice. PROGATI’s support for the two budget hearings provides a template for standing committees to follow in the future and, for the purposes of the 2012-13 budget, provided a mechanism for the Standing Committee on Agriculture to become better informed of key issues regarding oversight of the Ministry of Agriculture budget.

Budget Information Help Desk for the MPs: Given information and time constraints related to legislative oversight of the national budget discussed above, the Bangladesh Parliament, in partnership with BAMU and USAID/PROGATI, undertook a unique initiative in June by establishing for the first time a Budget Information Help Desk in the Parliament building for MPs during the budget session.

The Speaker of the Bangladesh Parliament inaugurated the Help Desk on June 6th at an event attended by 27 MPs including the Deputy Speaker of the House and four Standing Committee Chairmen. At the event the Speaker presented the Budget Compendium, a BAMU publication providing a range of information on budget issues, including a glossary of terms and conditions used in budget documents and discussions, and which was later that day distributed to all MPs in preparation for the placement before Parliament of the national budget the following day. Besides this Budget Compendium, ten briefing notes were published from the Help Desk.

Help Desk services, which continued for 17 days until Parliamentary approval of the budget, included BAMU-published briefing notes, other budget documents and reports, and on-site analysis of particular issues by BAMU members. During the budget session 146 MPs visited the Help Desk with 51 MPs asking approximately 300 questions. Bangladesh Television broadcast the program, including interviews with MPs who expressed their appreciation for and satisfaction with the Help Desk services.

Improved access to timely information and expert support brings a qualitative change to budget discussions and strengthens Parliament's capacity to provide meaningful and substantive oversight of the national budget.

Panel Discussion Programs: In addition to the time and information constraints discussed above, lack of objective analysis and key information often prohibits MPs from providing informed opinions on the budget during the budget session. To address this, PROGATI supported the development of TV programs—aired free of charge on the Sangsad Bangladesh television channel—to present objective analysis on the salient features of budget and provide useful information to the MPs.

Unnayan Shamannay organized three panel discussions with six MPs and three selected experts on 2012-13 budget matters related to agriculture, macroeconomic issues, and education. Sangsad Bangladesh Television Channel broadcast the panel discussions on from June 24th to 26th during the prayer breaks of the parliament session.

The Chairman and a member of the Parliamentary Standing Committee on Ministry of and the Chairman of Bangladesh Krishi (Agriculture) Bank participated in the first discussion which focused on issues related to the agriculture budget, including income disparity among various stakeholders involved in the agriculture sector, implementation of the Annual Development Program (ADP), subsidies and loans, and extension programs at the field level. The second panel included a member of the Parliamentary Standing Committee on Ministries of Finance, Public Administration and Defense, the Chairman of the Parliamentary Standing Committee on Public Accounts, and a Professor of Economics at United International University, who discussed macroeconomic issues pertaining to growth targets, revenue collection, and ADP implementation. Members of the Parliamentary Standing Committees on MoFDM and Ministry of Fisheries and Livestock were joined by a Research Fellow at the Bangladesh Institute of International and Strategic Studies for the third panel which focused on budgetary issues regarding social safety net programs.

The panels allowed for in-depth discussion of specific issues pertaining to the 2012-13 budget and their telecast complemented other PROGATI support during the budget session by providing MPs with another opportunity to become better informed on budget issues.

Study Tour to Canada: As part of the transition of BAMU support from PROGATI to PRODIP, PROGATI funded the participation of its Parliament Component Manager in a study tour to Canada organized by World Bank Institute, in consultation with PRODIP. The objective of the study tour was for the Parliament Secretary, Joint Secretary and PROGATI focal person, and head of BAMU to observe a fully functioning parliamentary budget office and determine how the Parliament of Bangladesh should proceed to ensure the sustainability and increased capacity of BAMU. The PROGATI Component Manager's participation ensured that activities, discussions, and observations considered the current resources, limitations, capacity, and support for BAMU given PROGATI's close partnership with BAMU over the past three years.

Budget Compendium: A Budget Compendium which describes clearly budget terminology and processes was finalized by a Committee of drafters headed by the Additional Secretary, Pranab Chakraborti. The compendium was attractively printed and disseminated to all Parliamentarians at the opening Parliamentary Budget session. Beyond, MPs the document has been disseminated widely to relevant Government staff in the Parliament and elsewhere, donors, policy and research institutions, universities, NGOs and others. The document has been well received and commented on favorably by many recipients.

Expected Result 4.2: Ensure a smooth transition and handover of BAMU to ensure its sustainable integration into the organogram of the Parliament Secretariat

A successful and smooth transition of the BAMU, as was called for in our Task Order, from PROGATI to PRODIP occurred on July 31, 2012 in conformity with the Transition Plan submitted earlier to USAID and jointly signed by the COPs of PROGATI and PRODIP.

This official transfer was accompanied by a meeting between the Chiefs of Party of PRODIP and PROGATI with the Parliament Secretary in which the Secretary suggested that an official transfer event be held, and this event occurred on September 20, 2012. The event was chaired by the Chief Whip of the Parliament.

In the various transition meetings it was evident that the interest in the Parliament as well as among MPs has grown significantly in a Unit such as BAMU. The number of official inquiries of BAMU to provide information and analysis has expanded significantly. The various activities engaged in by BAMU during its 5th year have established a firm platform for a future agenda and discussions about sustainability. Successful and smooth transition of the BAMU, as was called for in our Task Order, from PROGATI to PRODIP on July 31, 2012. This official transfer was accompanied by a meeting between the Chiefs of Party of PRODIP and PROGATI with the Parliament Secretary in which the Secretary suggested that an official transfer event be held, and this event occurred on September 20, 2012. During the quarter, BAMU published a Budget Compendium that explained key terminology related to budget formulation. It was shared with all MPs and key Parliamentary Secretariat staff.

F. WINDOW OF OPPORTUNITY

The PROGATI Task Order included a Window of Opportunity Fund representing 10 percent of the total contract value. The fund was intended to allow USAID the flexibility to quickly respond to new openings

for work on governance and accountability. Of the \$1.8 million allocated to the Window fund, a total of \$934,000 was utilized in Years 1 – 4. There was no Window of Opportunity Fund in Year 5. The following summarizes the major expenditures under the Window of Opportunity Fund.

Local Government Associations: In late 2008, USAID requested that PROGATI take over funding for two local government associations—the Bangladesh Union Parishad Forum (BUPF) and the Municipal Association of Bangladesh (MAB). These two associations had been established and supported by two previous USAID funded local government support projects. As the USAID local government program was coming to an end, PROGATI became the mechanism for continuing to support these organizations. From October 2008 through February 2011, PROGATI provided supported all activities and provided operational funding for these two associations. The following summarizes major areas of activities for PROGATI work with BUPF and MAB:

- **Organizational Capacity:** PROGATI supported MAB to formally register with the Government of Bangladesh. Prior to work with PROGATI, MAB was required to receive funding through BUPF. As a result of PROGATI support, MAB’s registration and development of financial systems allowed the association to become a direct PROGATI grantee. In addition, through PROGATI support, both organizations reviewed their constitutions and made updates based on the basis of their experience working as independent organizations. MAB and BUPF staff received training on financial and administrative systems which significantly increased their capacity to manage resources. Prior to PROGATI, local government associations were reliant upon USAID projects for all their operations; PROGATI strengthened them to begin to plan and administer activities. Finally, through PROGATI both local government associations hired executive directors and financial and administrative managers through competitive recruitment processes. These were the first professional staff hired by the associations since they were founded in 2005.
- **Public Events:** Through PROGATI support, both MAB and BUPF conducted a series of seminars to raise the profile of local government and decentralizations issues. PROGATI encouraged the two associations to focus on two approaches 1) conducting joint events to promote greater coordination on decentralization issues, and 2) working at the divisional level to engage a wider range of stakeholders in local government issues. The topics for these seminars included:
 - Strengthening Local Resource Mobilization: The Role of Union Parishads and Municipalities;
 - The Role of Municipalities in Reducing Poverty; National Budget: The Role of Union Parishad in Monga Affected Areas;
 - Local Government (Paurashava) Act 2009 : Present State and Actions Ahead;
 - The Importance of Participatory Method in the Service Delivery of Paurashava & Union Parishad: Citizen Perspective;
 - Local Government and Local Governance in Bangladesh : Issues and Challenges;
 - National Budget: Role of Union Parishad in Chittagong Hill Tracts Areas;
 - Union Parishad in National Budget 2010-11 : A Review
- **Providing Member Services:** Because these two local government associations were funded entirely by USAID, they had little incentive for expanding their membership and providing services. Through PROGATI support, BUPF developed a training module “Accountability and Transparency in Union

Parishad Resource Management” and provided training to over 200 UP Chairpersons and Members. The training program represented the first time BUPF had responded to the needs of their members and provided an opportunity for BUPF Leadership to engage with their members.

- **Engaging in Anti-Corruption Activities:** Given the PROGATI emphasis transparency and accountability, the two local government associations were encouraged to implement activities focused on corruption issues. The inclusion of MAB and BUPF into core PROGATI activities leveraged partners at the local level who wield significant influence. Each association engaged on a specific issue linked to other ongoing PROGATI activities.

BUPF became involved in transparency and accountability of the VGD program. During the social audit and community scorecards, it became evident that the UP Chairpersons were the source of significant mismanagement and corruption in the administration of the VGD program—either by distributing VGD cards to their cronies, or by distributing less than the required food aid to program participants. With PROGATI support, BUPF included a module on VGD program management in their “Accountability and Transparency in Union Parishad Resource Management” training and developed guidelines for VGD program management. As a result of this new information provided by UP Chairpersons and Members who participated in training, VGD programs started to be implemented more transparently. PROGATI also provided support for BUPF to develop a code of ethics for their members.

MAB became involved in the issue of reducing corruption in women entrepreneurs securing business licenses. Through the BWCCI survey of the costs of corruption on women entrepreneurs and the experience of their Hotline, bribes for business licenses are a major issue. These licenses are issues by municipalities. MAB representatives participated in the BWCCI Anti-Corruption Working Groups for Women Entrepreneurs and developed guidelines for business license procedures. PROGATI also provided support for MAB to develop a code of ethics for their members.

- **National Conventions:** PROGATI supported both MAB and BUPF to conduct National Conventions, representing the first time these two organizations had brought their members together to discuss the future of the organization. The BUPF Convention involved approximately 1,000 UP Members and Chairpersons; the President of Bangladesh served as the Chief Guest at the MAB Convention.
- **Reconstituting Divisional and District-Level Committees:** At the request of USAID, PROGATI provided assistance to facilitate 30 district-level meetings for BUPF and six divisional level meetings for MAB. BUPF formed district-level committees in two phases—from September to December 2003 and January to April 2004. Per the BUPF constitution, each committee is effective for two years. However, since their formation BUPF has not yet held any committee meetings at the district level. These initial meeting of 30 district committees started the process of reestablishing the committees by identifying those interested in participating and reintroducing the district committee functions and structure.

Bangladesh Information Commission Study Tour: DAI organized a five-Study Tour to the United States in July 18–22, 2011 for a five-member delegation of Bangladeshi Right To Information officials and a media and civil society representative. The delegation was led by Amb. (Rtd.) Muhammad Zamir, the current then head of the Bangladesh Information Commission. The delegation observed how freedom and access to government information is implemented in the United States in the context of Freedom of

Information Act (FOIA) requests and polices on public disclosure and archiving of records. Over five days the delegation met with over 30 FOIA experts including relevant officers from national, state and city government, investigative journalists, academics and citizen watchdog groups. The delegation left with a better understanding of the U.S. system and how some of its best practices might be applied in advancing the development of RTI in Bangladesh; the U.S. participants were equally fascinated with the RTI Act and application in Bangladesh and impressed with its application so far, given the very nascent state of the law and the Information Commission.

Some key findings of the study tour included:

- **RTI systems evolve over time, with the participation of the whole system of governance.** In its first few years, FOIA was termed the “toothless tiger”. The U.S. FOIA practices have evolved dramatically over the last 40 years through a variety of mechanisms, especially through a series of court cases seeking public access to government documents or meetings brought on behalf of investigative journalists and advocacy groups, which establish legal precedent. The U.S. Congress also obtains information that is utilized in committee hearings. As for the executive branch, recently the Obama Administration directed the Justice Department to issue new and improved guidelines to government agencies to release information to foster transparency/accountability.
- **U.S. FOIA law is narrower than Bangladesh RTI, but other laws and regulations can effectively require access to information.** For example, while FOIA does not cover non-governmental organizations in the United States, those non-profits that receive funding from the government are required to disclose publicly certain information, as part of U.S. tax law. Also, while private businesses are not covered under FOIA in the United States (something the Information Commission is considering for Bangladesh), information about contracts a company has with a federal or state government could be accessible through FOIA, and the U.S. courts have become more strict as to interpreting what information a private company may claim as off-limits due to “trade secrets.”
- **Challenges to the limits of RTI or FOI can change government culture over time.** U.S. Government agencies now sees their role as “pushing out” as much public information as possible, rather than waiting passively for citizen requests. There are also classifications of documents in the United States that are automatically and immediately made public, such as land records or political campaign contributions. Technology, particularly the internet, has made this practice easier.
- **Training of government officials is critical to the success of a FOIA or RTI system.** The United States puts a lot of attention on proactive training, in part to avoid conflicts, negative media stories, and court challenges over FOI. The delegation agreed that emphasis in Bangladesh should be put on establishing networks among localities to standardize training and procedures; it is best to avoid disputes and ensure compliance rather than rely on mediation or legal action to enforce the right to information.
- **Processes of archiving and managing records is as important as their legal access.** The point was made to the delegation that the RTI is meaningless if proper records don’t physically exist for people to access, or if they are impossible to find. The delegation agreed that in Bangladesh, severe weather conditions, paper-based filing systems, lack of archiving standards, etc. were a real challenge. While electronic storage is one answer, U.S. technologists who spoke did caution that the whole electronic enterprise architecture to store and sort data for public information purposes requires significant financial and human resources.

- **National Security remains a controversial issue.** For example, one prominent journalist felt that while “national security” was used as an excuse for tightening the release of information following 9-11, it eventually loosened up. Government officials spoke on behalf of the U.S. Government’s proactive and relatively efficient declassification of security documents over the last several years. FOIA watchdog groups were split—some felt that other groups pushed too hard via media and law suits for national security information and rarely recognized that there are actual legitimate reasons for withholding information to protect the public. One organization’s definition was practically helpful to the delegation—that is that the “national security” excuse for not releasing information should be used with regard to immediate threats—for example the particular tactics of an ongoing military campaign -- rather than as a tool to prevent embarrassment of officials for previous military or foreign policy interventions.

G. SURVEYS AND ASSESSMENTS

PROGATI conducted the following surveys and assessments:

Title	Date
Corruption perception survey, Baseline	Feb 2008
Corruption perception survey, Endline	Sep 2011
Corruption perception survey, Endline	Sep 2012
Depth of Partnership survey, Baseline	Apr 2010
Depth of Partnership survey, Endline	Sep 2011
CAG Skills and Perception Survey, Baseline	Jun 2011
CAG Skills and Perception Survey, Endline	Sep 2012
Expert Panel on Parliament Oversight Capacity, Baseline	Apr 2010
Expert Panel on Parliament Oversight Capacity, Endline	May 2011
Expert Panel on Government Audit and Expenditure Control Capacity, Baseline	Nov 2009
Expert Panel on Government Audit and Expenditure Control Capacity, Endline	Jan 2011
Community Satisfaction of Budget Oversight	Dec 2010
Consumer Perception of Media, Baseline	Oct 2009
Consumer Perception of Media, Endline	Aug 2011
Media Sustainability Index 2007	Oct 2008
Media Sustainability Index 2008	Jun 2009
Media Sustainability Index 2009	Dec 2010
Media Sustainability Index 2010	Sep 2011

H. MAJOR EVENTS

PROGATI conducted several major events. The following summarizes the most significant:

Anti-Corruption Week 2009 – Held in March 2009, Anti-Corruption Week included three high profile events: The Role of Supreme Audit Institutions in Preventing Corruption chaired by the Speaker of Parliament (March 18), The Role of the Media in Anti-Corruption Reforms chaired by the Minister of Information (March 19), and Applying Lessons from the 13th IACC to Bangladesh chaired by the Chair of the Anti-Corruption Commission (March 20).

International Anti-Corruption Day 2009 – The activities to commemorate IACD in 2009 coincided with the U.S. Embassy’s America Week celebrations centered in Rajshahi. PROGATI held a high profile event with participation from the Chair of the ACC, the U.S. Ambassador to Bangladesh and the Divisional Commissioner for Rajshahi. In addition, in collaboration with the Anti-Corruption Commission, posters were distributed to all districts of the country and anticorruption t-shirts were distributed to rickshaw drivers in Rajshahi and Dhaka.

International Anti-Corruption Day 2010 – The 2010 IACD event focused on recognizing the role of OCAG staff in anticorruption efforts. An initial session, chaired by the Minister of Food and Disaster Management, with participation from the U.S. Ambassador to Bangladesh and CAG, brought high profile attention to the goals of IACD. A second session, with the participation of over 700 OCAG staff from all districts of Bangladesh, focused on promoting ethics in public financial management. The CAG, who used funds from his own office to cover transportation for the 700 staff, used the event to distribute the CAG Ethics Manual, developed with assistance from PROGATI.

Anti Corruption Week 2012 - On March 31, 2012, PROGATI local partner MRDI, organized an event on behalf of the ACC to mark the end of Anti-Corruption Week, during which the ACC seeks to raise public awareness on issues related to corruption. The half day event, which included the participation of the ACC Chairman, Minister of Education, and ACC Commissioners, brought together 700 students from ACC-sponsored ‘Integrity Units’, student/teacher committees regularly involved in anticorruption activities in their schools. The ACC Chairman noted in his speech that Integrity Units are an important part of ACC efforts to create a culture of intolerance of corruption amongst the future generation. Students and teachers shared personal experiences with local level corruption they face on a regular basis, especially in the education sector. They thanked the ACC for creating these units as it has helped them coordinate efforts and mobilize a critical mass in order to combat corruption in the future.

CHAPTER THREE: LESSONS LEARNED AND BEST PRACTICES

A. LESSONS LEARNED

On September 12, 2012, PROGATI held a Conference to present key lessons learned to USAID. Counterparts from across the project participated. The following section presents key lessons in reducing corruption in Bangladesh raised during this conference as well as others identified by PROGATI staff and management.

Lesson 1: The PROGATI design was appropriate for addressing the corruption challenge in Bangladesh.

Two key design elements made PROGATI unique. First, the PROGATI design was based on the assumption that the pervasive and systematic nature of corruption required working across several sectors (media, civil society, government and parliament). Second, PROGATI's role as a facilitator between public institutions required allowing them to take the first steps in building linkages and partnerships.

At the onset of PROGATI, civil society partners derived great benefit from new access to government counterparts. As one civil society partner put it, "This is the first time we in civil society are sitting at the same table as parliament and government officials." As the project progressed, however, it was the government institutions that began to take advantage of these new partnerships. For example, the OCAg began to tap civil society partners to expand understanding of public audit needs and advocate for an Audit Act. The OCAg also forged new partnerships with media, increasing public access to audit reports and gaining greater credibility by proactively engaging with reporters on corruption issues. The Ministry of Women's Affairs, that assumed responsibility for the management of the VGD program, actively engaged the PROGATI civil society partners that conducted social audits to participate in reforming the program.

In engaging with public institutions, PROGATI recognized that anticorruption reform can be difficult and controversial. Because the project was not providing equipment, systems, or significant technical assistance which can be used to leverage support, PROGATI needed to identify and support champions as they worked to reform their institutions. The project acknowledged where these institutions were starting from and helped expand the influence and skills of transparency and accountability champions. PROGATI was able to do this with the CAG through supporting his ethics agenda and improving relations with ministries through FOWGs.

Lesson 2: Role of Civil Society was critical for program success.

One of the strongest statements coming from the Lessons Learned Conference was the importance role civil society played in the project. A large, stand alone project allowed PROGATI to engage both the supply of good governance (from government and parliament) and the demand for improved transparency

and accountability (from media and civil society). This demand function was demonstrated in several different project successes:

- Civil society oversight tools such as community scorecards and social audits empowered citizen groups to productively engage with government at both the local and national level to advocate for accountability reforms. It was only after being presented with evidence (either evidence of corruption or evidence that the community perceived corruption) that government officials took action. Without this demand, it would not have been possible for PROGATI to promote key reforms in the VGD program, or formalize citizen charters of dozens of health facilities. Not only did PROGATI achieve important and sustainable successes, but in communities across Bangladesh civil society and government are now working together on accountability and transparency issues.
- Ambassador Mohammad Zamir, the former Chief Information Commissioner of Bangladesh, in his address to the Lessons Learned Conference, acknowledged the key role of civil society in advocating for implementation of RTI. He congratulated PROGATI for introducing the Information Commission to civil society as a key ally in promoting greater transparency. He commented that the Commission was under funded, under staffed and suffered from limited public awareness. It was only through a partnership with civil society that the Commission could expand its influence.
- Organizations like BWCCI were able to leverage their broad networks and savvy advocacy strategies to achieve important reforms related to women entrepreneurs. BWCCI learned that, working at the Provincial level, they were able to convene working group meetings with government officials and work together towards permanent reforms.

Lesson 3: Promoting constructive engagement with government allowed for greater impact.

PROGATI was frequently complemented for working differently, and more effectively, with government at both the national and local level than other donor funded projects. PROGATI's government counterparts were very diverse - the OCAG, Ministries, the ACC, IC, Upallizas, Union Parishads. Across these counterparts, PROGATI was able to engage government in setting priorities, collaborate on implementation, and create new venues for productive interaction between government and citizens. The following approaches defined how PROGATI successfully engaged government:

Involve Counterparts in Setting Priorities – PROGATI involved public institutions partners in the development of project strategies and development of annual workplans. For example, OCAG representatives were present throughout the formulation of Public Institution Component activities, and helped to identify their priorities. This led to their ownership of the workplan and commitment to moving forward with some of the more difficult initiatives. The CAG himself could quote from the PROGATI workplan about what activities had been completed and what was still left to do.

Acknowledge challenges and obstacles – Promoting transparency and accountability within government can entail risks. PROGATI understood that anticorruption champions could be vulnerable and worked with them to set realistic timeframes and design activities to expand commitment within their institutions. For example, the CAG was committed to opening a Media and Communications Cell, but there was not a consensus within the OCAG that this was a good idea. PROGATI supported several activities, including workshops presenting best practices, training for CAG staff and demonstrations, to build support. Though it took time, this strategy ultimately paid off and the CAG launched the Media Cell as his own initiative.

Building Internal Capacity – PROGATI’s work with our public institutions partners were limited in scale and scope. To ensure that key skills were transferred throughout the organization, training of trainer (ToT) events built the internal capacity of institutions to sustain these efforts. CAG officials were trained to become ethics trainers and continue to present the CAG Ethics Manual at the district level. Ministry of Food officials received training of trainer skills on a Food Management manual and are replicating training across several provinces.

Cooperation with Government on Oversight Activities – While citizen monitoring activities could have led to confrontations with government, PROGATI adopted the motto of “Government and citizens working together against corruption” and promoted methodologies that promoted productive partnerships.

Community Scorecards: The vast majority of community scorecards were conducted at the Union Parishad level. As an initial activity, PROGATI conducted an orientation for Upazilla Nirbahi Officers (UNOs) and other Upazilla officials, explaining to them what the scorecard objectives were and how they could play a role. During the public hearings when scorecard results were presented to the public, these UNOs served to mediate between citizens with complaints and front line staff of the local service providers. The Upazilla level staff were also called upon to follow up when Union Parishad level officials’ commitments for service improvements were not forthcoming.

Social Audit: The social audit of the VGD program was conducted as a joint activity between civil society and the MoFDM. Over 150 ministry officials participated at some stage of the audit and PROGATI and civil society partners spent considerable time gaining ministry buy-in to the methodology and approach. As a result, Ministry officials saw the audit results as their own and were motivated to take action. In a presentation presided over by the Secretary of the Food Division, representatives from other public institutions began to question the audit methodology and question the findings. Due on the extensive consultation, the Secretary himself stepped in to validate the PROGATI approach.

Lesson 4: Greater focus in monitoring and evaluation would have benefitted the project.

PROGATI was a complex, geographical dispersed project working across various sectors. While the project achieved nearly all of its performance targets over the five years, the monitoring and evaluation approach did not fully capture the impact of the project.

- **Indicators** – USAID level indicators were focused primarily on output, including number of training participants and anticorruption measures and mechanisms completed. These did not lend themselves to capturing impact of PROGATI activities.
- **Staffing** – PROGATI only had one full time staff person assigned to M&E functions. With activities occurring across the country, there was not sufficient human resources to focus on project input. The decision to engage a third-party monitoring firm to provide oversight over training and campaign activities was important to ensuring the accountability of local partner organizations. However, this firm was not positioned to fully investigate the impact of activities.

Lesson 5: Investing in the institutional development of PROGATI partners led to greater sustainability.

PROGATI invested heavily in the institutional development of Bangladeshi partner organizations. This institutional development, in the form of training on financial management, budget development and expenditure tracking, and training skills, and development of financial and administrative manuals for eight partner organizations, helped to ensure sustainability of PROGATI initiatives.

- PROGATI supported BWCCI to develop a financial and administrative manual which included detail on decentralization of the association’s finances and structure to the divisional level. This has greatly strengthened BWCCI’s ability to operate and standardized how the divisional level collects and manages funds.
- MRDI’s updated financial management systems, guided by PROGATI training and an updated financial and administrative manual, resulted in the organization named a finalist for an award for NGO strong financial management. These systems have allowed MRDI to attract new funding and expand programming on issues of RTI and investigative journalism training.
- Training to civil society partners on budget development and financial tracking during Year 2 contributed to a new focus on activity inputs, particularly for citizen monitoring and budget oversight campaigns. Prior to the training, these events included cultural events (pot songs) which increased costs. The training focused on how partners would promote these events without PROGATI funding, and resulted in budgets that aligned with program sustainability.

Lesson 6: PROGATI experienced great success where activities focused on sectoral issues.

PROGATI had great success where activities provided tools for civil society representatives, journalists, government officials and parliamentarians to substantially engage in the pressing issues facing their communities or constituents. PROGATI provided general skills that beneficiaries could apply to the issues most important to them. As a result, project activities spanned the health, education, social safety nets, global climate change and agriculture sectors. The following summarizes some of the most effective programs across these sectors:

Health

Citizen Score Cards: As part of PROGATI’s civil society component, a citizen scorecard methodology was introduced as a tool to promote oversight of national public services at the local level. The scorecard methodology includes the development of indicators, data collection from citizens (users) and service providers, the development of a report on areas of perceived corruption and mismanagement and a public dialogue event where government and citizens discuss the findings and identify remedies. These citizen scorecards exercises have been conducted throughout Bangladesh on many different issues, including VGD program, local infrastructure, education and health facilities.

In the health sector, the citizen scorecards have been used to monitor services at Upazila Health Complexes and Union Parishad Health and Family Welfare Centres. There is pervasive corruption in rural health provision in Bangladesh. The PROGATI baseline survey revealed that the health sector was one where nearly all (99 percent) Bangladeshis had experienced corruption. Through the scorecards, indicators such as doctor absenteeism, the sale of free pharmaceuticals, and lack of transparency in the provision of services were identified.

A significant difference in the PROGATI scorecard methodology is the emphasis on dialogue between citizen groups and government officials about the scorecard findings. At the end of each scorecard process, a public hearing is held where senior government officials are present. This has provided an opening for monitoring and a voice for citizens in public service delivery.

In the case of health facilities - major outcomes specifically attributed to PROGATI activities include:

- Posting of citizen charters and medicine lists

- More regular attendance from doctors and other medical personnel
- The change of food contractors whose service was inadequate
- Citizen perception of improved levels of service

PROGATI's continued work in Year 5 allowed for sustainable improvements. Of the 35 citizen charters developed to promote transparency and accountability of service delivery at the local level, 29 were for health facilities – Upazilla Health Complexes and Union Parishad Health and Family Welfare Centres. As well, the focus of entry point work was primarily civil society participation in district-level health committees.

Ministry of Health Internal Controls: PROGATI is working with the Ministry of Health to improve their internal controls. The support focuses both on training of the Ministry's Audit Cell as well as improving communication between the Ministry and CAG to resolve long pending audit issues.

Agriculture

Oversight Support to Standing Committee on Agriculture: As part of the project's parliamentary component, PROGATI is providing assistance to the Standing Committee on Agriculture to better understand and budgetary implications food policy. PROGATI has conducted five workshops for the standing committee on topics such as: "Food Security, Domestic Food Production, Agricultural Support and Budgetary Implications;" "A Review of Agricultural Budget: Implications for Budget 2011-12;" "Agriculture In The Twenty First Century: Changing Role Of Extension;" and "Enhancing Quality of Implementation of Agricultural Annual Development Programme."

In addition, the BAMU developed a budget brief on the agricultural sector for MPs during the current budget session. The brief included data on historical trends in agriculture funding, major changes to the policy environment and a summary of the Government's FY 2012 budget proposal.

Education

Several of the community scorecards and budget oversight campaigns dealt with education facilities and five of the citizen charters were for schools or education offices.

Global Climate Change

JATRI Research: JATRI conducted research on *The Role of Media in Reducing Climate Risk: A study affected coastal districts of Bangladesh (Bhola, Barguna, Patuakhali, Satkhira).*

Budget Analysis of Climate Change Funds: PROGATI held a seminar for think-tanks and CSOs on how to analyze Government of Bangladesh funds allocated to alleviating climate change. The seminar focused on the fact that over two years, the Government has allocated significant funding to this issue, but no funds have been spent.

Citizen Scorecards and Budget Oversight: Several of the community scorecards and budget oversight campaigns dealt with flood protection construction.

Lesson 7: Engaging non-traditional actors leveraged new networks and energy for anticorruption reform.

PROGATI's engagement of non-traditional actors allowed for the fostering of new partnerships and networks for anticorruption activity. For example, building partnerships with the Doorbar Network helped to expand PROGATI efforts beyond the Dhaka based network of CSOs with established histories working with USAID. Many of the organizations within Doorbar are small, women run organizations, with a strong commitment towards governance issues. With no experience with, or expectation for, donor funding, they were able to mobilize their members for vibrant, organic and cost-effective activities.

BWCCI introduced private sector interests in anticorruption reform. With dynamic leadership and energetic members, the association was very effective in raising corruption issues to the attention of national and divisional level officials.

PROGATI was able to incorporate work with BUPF and MAB into the broader anticorruption program with a focus on local management of the VGD program and municipal roles in supporting women entrepreneurs. Integrating UP Chairperson and Members into activities to address corruption in the VGD program allowed for getting at the source of much of the mismanagement and nepotism. Partnerships between MAB and BWCCI allowed for substantive action to improve the process for women run business to secure licenses.

B. BEST PRACTICES

The following section identifies some of the key best practices of PROGATI:

1. Partner training – The extensive training provided to PROGATI partners (see Annex VII) proved effective in both significantly increasing partner capacity to plan and manage grants and subcontracts, and building new links between program management staff in these diverse organizations. PROGATI's use of a standard organizational development tool and subsequent needs assessments ensured that this training was highly relevant and tailored to the needs of participating organizations. Breaking the training into entry-level and intermediate-level also encouraged utilization of skills and promoted “graduation” among organizations and their staff members.
2. Employing evidenced based monitoring tools – Though Bangladesh has a very vibrant civil society, even the most assertive organizations lacked a strong foundation for substantively engaging with government on corruption issues. PROGATI's introduction of evidenced based monitoring tools (community scorecards and social audits) offered civil society groups both the confidence and credibility to identify and work with local officials to address corruption. These tools presented groups with a method for collecting objective evidence of corruption with which they could approach officials. In many cases, this information of corruption at local levels was not available to government officials and provided a platform for dialogue and identification of solutions.
3. Management Group Meetings – The Management Group Meetings provided PROGATI with a forum for engaging all project management staff on issues of standards, quality and project objectives. Over the course of these meetings, PROGATI was able to address issues such as grant and subcontract invoicing, monitoring and evaluation and reporting standards, and training quality. Including both civil society and government officials in these meetings allowed for a shared understanding of project planning and management roles.

4. Transparency memos – In Year 2 PROGATI introduced transparency memos as a requirement for all grants and subcontracts. Each grantee or subcontractor was required as an initial activity to draft such a memo to present methods to ensure accountability and transparency for each activity and associated expenditure. This would include issues such as selection criteria for training participants; development of MOUs with local organizations to ensure financial transparency when planning local level events; and clear statements prohibiting payments to government training participants. These memos were helpful in linking the conduct of partner organizations with the objective of the activities funded through PROGATI.
5. Focus on Ethics – Recognizing that leadership is key to promoting transparency and accountability, PROGATI worked to promote ethics among a broad spectrum of project counterparts. Journalism ethics became a staple training offering at JATRI following research that showed reporters were routinely accepting gifts and censoring stories at the request of those involved in corruption. Ethics training for the OCAG evolved from the CAG’s recognition that his office would never become a strong oversight institution if perceptions of corruption amongst auditors persist. Training on ethics for civil society leaders reflected the fact that, for organizations to play a credible role in promoting anticorruption reforms, they must address transparency and accountability issues in their own groups.
6. Participatory work planning – Though the participatory approach to work planning took considerably more time (In Year 2, 15 meetings of project counterparts and partners; in Year 3, 19 meetings; in Year 4, 17 meetings), it allowed for continued reinforcement of project goals and shared understanding of the objectives of a broad project. Since significant elements of the PROGATI workplan were implemented by partners, their understanding of how all the pieces came together into a coherent plan was extremely important.
7. Training of Trainer Programs – PROGATI launched two ToT programs for public institutions—the OCAG on Ethics, and the MoFDM on Food Management. These activities continue to pay dividends as training continues at the division and district levels. Rather than having PROGATI fund events with outside trainers, the project provided these institutions with the skills to plan and conduct training as they find necessary.

C. RESOURCES AND TOOLS

The following resources were distributed to participants in the Lessons Learned Conference:

- Unified Action Plan for CSOs
- Social Audit Manual
- Community Scorecard Manual
- Citizen Charter Manual (low literacy)
- District Level Entry Point Handbook
- Guidelines for CSOs on compliance with RTI Law
- Audit Glossary
- RTI Handbook for Journalists

- RTI: Voice of the Grassroots
- Handbook for Public Food Management
- CAG Ethics Manual
- CAG Handbook for Public Institutions
- DEDO Audit Guidelines
- Guidelines for Submitting RTI requests
- Budget Compendium
- Ethics and Standards Handbook for Journalists

ANNEXES

ANNEX I: PERFORMANCE MONITORING METHODOLOGY

The foundation of the PROGATI PMP was the project framework, and the expression of objectives, outputs and activities contained in it (see Figure A). The framework defines what PROGATI planned to achieve and includes indicators for measuring progress. Indicators were reviewed periodically to ensure they remained appropriate, measurable, and efficient. PROGATI established annual and life of project targets for all output and impact indicators. As data was collected overtime, managers and technical experts analyzed the data to demonstrate trends in project progress and achievement.

PROGATI collected information on all indicators on a regular basis during project implementation. Sources of information included site visits, focus group discussions and interviews with community groups, village leaders, and government officials in the project locale. When collecting information, PROGATI staff members gathered perspectives and triangulate input from a variety of sources. This generated a realistic impression of the positive and negative impacts of PROGATI activities.

The monitoring and assessment (M&A) system was designed to operate effectively and efficiently, channeling important information quickly to project managers and technical experts. The focus was not on lengthy reports or on meetings covering details of every activity supported. Instead, the system facilitated the flow of information regarding critical aspects of PROGATI activities to management and technical experts. It encouraged them to analyze and discuss this information, to learn from our experiences, and reach decisions regarding possible changes in project strategy or direction.

More simply stated, the system facilitated learning about what PROGATI is doing—opportunities seized, problems encountered and solutions applied, and impact achieved—and encouraged quick application of lessons learned as points of reference in our daily work.

While implementation of the M&A approach is not linear, and the monitoring-analysis-decision making cycle is continuous and interactive, its core elements included:

- Regular Monitoring and Evaluation Manager and Component Manager field visits to monitor and assess progress—with a representative sample of stakeholders, interviews are conducted and quantitative data are collected as appropriate (focus is on impact indicators);
- Immediately after field visits, structured meetings with key staff to discuss findings, determine lessons learned and best practices and how they might be incorporated into new activities, and discuss implications for existing strategies and policies;
- Systematic collection of quantitative indicator data for all PROGATI-funded activities, guided by the Monitoring and Evaluation Manager;
- Storage of quantitative data in the PROGATI project database (TAMIS) for analysis and documentation tasks;
- Documentation of key lessons learned and best practices; and
- Reports written as necessary.

The focus of the M&A system was on learning and quick applications of lessons to future activities. It aimed to facilitate and encourage a cycle of learning that steadily builds staff knowledge of what works and what does not. Through participation in M&A activities, staff and stakeholders gained deeper understanding of the impact of their actions, and uncover information and identify alternatives which facilitate the making of better decisions.

Progress and impact assessments helped illuminate the success of an initiative in relation to its objectives, and the extent to which intended beneficiaries have really benefited. They also provided a check on the use of PROGATI resources, and helped improve work through the dissemination of information about project experience and outcome. By encouraging reflection and observation, assessments helped maintain focus on our larger objectives—the “big picture”—and helped ensure that our actions and beliefs are in line with reality.

ANNEX II: PROJECT DOCUMENTATION

A. FINAL PMP

Indicators	Year 1			Year 2			Year 3			Year 4			Year 5		
	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men
<p>1 Government officials receiving anticorruption training</p> <p><u>Definition:</u> Persons must be from government. Training refers to all training or education events whether short-term or long-term, in-country or abroad. <u>Unit (disaggregation):</u> Person (male/female).</p>	37	7	30	30	8	22	319	49	270	445	85	360	164	17	147
<p>2 Person-days government officials receiving anticorruption training <i>Project generated indicator</i></p> <p><u>Definition:</u> One person-day implies minimum 4 hours instruction. Persons must be from government. Training refers to all training or education events whether short-term or long-term, in-country or abroad. <u>Unit (disaggregation):</u> Person-day (male/female).</p>	N/A	N/A	N/A	N/A	N/A	N/A	916	152	764	1,218	244	974	471	45	426
<p>3 People affiliated with non-governmental organizations receiving anticorruption training</p> <p><u>Definition:</u> Persons may not be from government. Training refers to all training or education events whether short-term or long-term, in-country or abroad. <u>Unit (disaggregation):</u> Person (male/female).</p>	41	13	28	479	169	310	1,674	1,030	644	758	378	380	185	60	125
4 Person-days people affiliated with non-	N/A	N/A	N/A	N/A	N/A	N/A	9,397	4,579	4,800	2,297	1,320	977	504	170	334

Indicators	Year 1			Year 2			Year 3			Year 4			Year 5		
	Total	Women	Men												
<p>governmental organizations receiving anticorruption training <i>Project generated indicator</i></p> <p><u>Definition:</u> One person-day implies minimum 4 hours instruction. Persons may not be from government. Training refers to all training or education events whether short-term or long-term, in-country or abroad. <u>Unit (disaggregation):</u> Person-day (male/female).</p>															
<p>5 Mechanisms for external oversight of public resource use supported</p> <p><u>Definition:</u> Includes external audits or procedures for external review of government audits; procurement review boards; public expenditure tracking surveys; public accounts committees of legislatures; extractive industry revenue transparency mechanisms; freedom of information and similar transparency laws, if applicable to government finance management; civil society review mechanisms for budget implementation and/or procurements; financial disclosure mechanisms for officials or parties/candidates. <u>Unit (disaggregation):</u> Mechanism.</p>	0	N/A	N/A	1	N/A	N/A	2	N/A	N/A	3	N/A	N/A	3	N/A	N/A
<p>6 Anti-corruption measures implemented</p> <p><u>Definition:</u> Include new laws, regulations, procedures, consultative mechanisms, oversight mechanisms, investigative or prosecutorial initiatives, public information initiatives, civil society initiatives, and other measures taken (in any sector) with the objective of increasing transparency about public decision making, conflict of</p>	0	N/A	N/A	4	N/A	N/A	10	N/A	N/A	11	N/A	N/A	13	N/A	N/A

Indicators	Year 1			Year 2			Year 3			Year 4			Year 5		
	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men
interest, resource allocation, etc.; decreasing impunity for corrupt acts; increasing demand for reform or awareness of the problem; increasing knowledge about corruption and its costs; and reducing opportunities for corruption. Implementation requires that the measure be adopted, that organizational arrangements are put in place, financial and human resources allocated, & that observable steps are taken to initiate implementation and repeated, continued or/& expanded to demonstrate that implementation is continuing. Any of these steps could be counted as implementation benchmarks. <u>Unit</u> (disaggregation): Measure.															
7 CSO advocacy campaigns supported <u>Definition</u> : Advocacy campaigns can be at the national, regional or local levels. <u>Unit</u> (disaggregation): Campaign.	2	N/A	N/A	98	N/A	N/A	378	N/A	N/A	316	N/A	N/A	N/A	N/A	N/A
8 Persons participating in CSO advocacy campaigns <i>Project generated indicator</i> <u>Definition</u> : Person must be adult, over age of 16 years. Participation implies managing, implementing or attending campaigns. Advocacy campaigns can be at the national, regional or local levels (as counted under indicator 5 herein). <u>Unit</u> (disaggregation): Person.	N/A	N/A	N/A	N/A	N/A	N/A	130,260	N/A	N/A	71,134	N/A	N/A	N/A	N/A	N/A
9 CSOs that engage in advocacy and watchdog functions supported <u>Definition</u> : CSOs must be actively engaged in these functions, and be able to demonstrate that they are so engaged. <u>Unit</u> (disaggregation): Organization.	8	N/A	N/A	156	N/A	N/A	353	N/A	N/A	103	N/A	N/A	105	N/A	N/A
10 Government media relations staff	15	4	11	28	4	24	351	61	290	258	41	217	21	6	15

Indicators		Year 1			Year 2			Year 3			Year 4			Year 5		
		Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men
	<p>trained</p> <p><u>Definition:</u> Staff must be employed by government, and media relations must be at least one of their substantive responsibilities. Training refers to all training or education events whether short-term or long-term, in-country or abroad.</p> <p><u>Unit (disaggregation):</u> Person (male/female).</p>															
11	<p>Person-days government media relations staff trained</p> <p><i>Project generated indicator</i></p> <p><u>Definition:</u> One person-day implies minimum 4 hours instruction. Staff must be employed by government, and media relations must be at least one of their substantive responsibilities. Training refers to all training or education events whether short-term or long-term, in-country or abroad.</p> <p><u>Unit (disaggregation):</u> Person-day (male/female).</p>	N/A	N/A	N/A	N/A	N/A	N/A	1,629	323	1,306	524	89	435	42	12	30
12	<p>Journalists trained</p> <p><u>Definition:</u> Training refers to all training or education events whether short-term or long-term, in-country or abroad.</p> <p><u>Unit (disaggregation):</u> Person (male/female).</p>	310	93	217	380	50	330	679	126	553	469	103	366	124	2	122
13	<p>Person-days journalists trained</p> <p><i>Project generated indicator</i></p> <p><u>Definition:</u> One person-day implies minimum 4 hours instruction. Training refers to all training or education events whether short-term or long-term, in-country or abroad.</p> <p><u>Unit (disaggregation):</u> Person-day</p>	N/A	N/A	N/A	N/A	N/A	N/A	1,635	271	1,364	1,699	285	1,141	144	2	142

Indicators	Year 1			Year 2			Year 3			Year 4			Year 5		
	Total	Women	Men												
(male/female).															
14 Media CSOs and/or support institutions assisted <u>Definition:</u> To qualify CSOs and institutions must have 'the media' as at least one substantive component of their mission or agenda. <u>Unit (disaggregation):</u> Organization.	0	N/A	N/A	7	N/A	N/A	6	N/A	N/A	8	N/A	N/A	2	N/A	N/A
15 Non-state news outlets assisted <u>Definition:</u> Number of non-state-controlled news outlets (e.g., private TV, radio, print or Internet media outlets that produce news) that receive USG assistance such as training, grants or other support designed to improve the quantity and quality of professional and objective news available to the public. <u>Unit (disaggregation):</u> Outlet.	N/A	N/A	N/A	99	N/A	N/A	126	N/A	N/A	85	N/A	N/A	39	N/A	N/A
16 CSOs using USG assistance to improve internal organization capacity <u>Definition:</u> Improved capacity refers to, inter alia, establishing transparent and accountable financial systems, establishing internal democratic mechanisms, and establishing better ability to represent constituent's interests. <u>Unit (disaggregation):</u> Organization.	N/A	N/A	N/A	N/A	N/A	N/A	8	N/A	N/A	2	N/A	N/A	N/A	N/A	N/A
17 Positive modifications to enabling legislation or regulation for civil society accomplished <u>Definition:</u> Positive modifications are new or amended laws, or new or amended regulations, that are intended & considered to improve the enabling environment for civil society, CSOs, and freedom of association and assembly. <u>Unit (disaggregation):</u> Modification.	N/A	N/A	N/A												

B. SUMMARY OF ALL DELIVERABLES

PROGATI deliverables for Years 1 – 4 and Year 5 have been delivered in soft copy to the COR. The following provides a summary of the status of deliverables.

YEARS 1 – 4

Deliverable 1: Establishment of a functioning and sustainable Budget Analysis Unit.

Completed. PROGATI submitted BAMU Sustainability Plan to USAID on June 16, 2011.

Deliverable 2: Establishment of a functioning and sustainable Center for Investigative Journalism.

Completed. PROGATI submitted JATRI Sustainability Plan to USAID on June 15, 2011 and it was approved by USAID on June 15, 2011.

Deliverable 3: Development of Public Private watchdog coalitions with increased capacity to monitor abuse and report more accurately.

Completed. Doorbar, Steps Toward Development and BWCCI were all strengthened to be watchdog coalitions during PROGATI.

Deliverable 4: Increased media coverage of advocacy campaigns against specific forms of corruption.

Completed. In Year 2 there were 68 articles associated with PROGATI anticorruption campaigns; in Year 3 there were 502 articles; and in Year 4, there were 577 articles.

Deliverable 5: Unified action plan developed by civil society groups to promote good governance.

Completed. In Year 4, PROGATI work under Component 2.4 resulted in 20 district-level action plans to monitor corruption and promote good governance.

Deliverable 6: Regularly held policy dialogues (at both national and local levels) including relevant stakeholders related to good governance and transparency.

Completed. In Years 1 – 4, PROGATI conducted over 50 policy dialogues.

Deliverable 7: At least 10 CSOs are capable of performing citizen oversight and advocating and dialoguing with national, divisional and/or municipal governments on anticorruption issues.

Completed. PROGATI activities resulted in over 150 organizations with ongoing citizen oversight activities.

Deliverable 8: At least five citizen oversight initiatives are active in the areas of health, education and/or other USAID priority areas.

Completed. Over 20 organizations have ongoing citizen activities, particularly in the areas of health and education.

Deliverable 9: At least one national and 20 NGO platforms will be supported by the Contractor using grants/sub-contracts.

Completed. PROGATI issued 24 Grants and 88 Subcontracts to national and NGO platforms.

Deliverable 10: Assessments on selected governmental institutions, approved by USAID.

Completed. PROGATI completed assessments of the Parliament Secretariat, CAG, and partner ministries.

Deliverable 11: Baseline survey questionnaire, approved by USAID within three months of signing the contract and completion of baseline survey within six months.

Completed. The Baseline Survey was completed during Year 1 and presented to USAID.

Deliverable 12: Final survey.

Completed. The Final Survey was completed in September 2011.

Deliverable 13: Four (4) Annual Knowledge, Attitudes and Perceptions (KAP) surveys

Completed. PROGATI conducted annual Media Sustainability Indexes, Depth of Partnership Surveys (Baseline/Endline), Consumer Perception of Media Surveys (Baseline/Endline), Expert Panel on Parliament Oversight Capacity (Baseline/Endline), Expert Panel on Government Audit and Expenditure Control Capacity (Baseline/Endline), CAG Audit Skills (Baseline/Endline), and Community Satisfaction with Budget Analysis Skills (Baseline).

Deliverable 14: Periodic training needs assessment surveys, constituent/citizen surveys, benchmark surveys and incident surveys.

Completed. PROGATI conducted an OA of partner organizations and numerous training needs assessments.

Deliverable 15: PROGATI project website that is updated regularly.

Completed. The PROGATI website was launched in Year 3 and was regularly updated.

Deliverable 16: Established PROGATI database to store information on advocacy initiatives related to anticorruption and oversight.

Completed. DAI's Technical Assistance Management Information System (TAMIS) served as the comprehensive database for all information on PROGATI activities.

YEAR 5

Deliverable 1: Smooth transition of a functioning and sustainable Parliamentary Budget Analysis Unit.

Completed. PROGATI completed a BAMU transition plan in 2011 and submitted it to USAID. Subsequent coordination meetings and joint events ensured a smooth transition. In July 2012, PROGATI BAMU staff transitioned to PRODIP.

Deliverable 2: A fifth-year anticorruption perception survey completed within June 2012 with prior approval from the Mission.

Completed. The final perception survey was submitted to USAID on September 17, 2012.

Deliverable 3: Unified action plan developed by civil society watchdog groups that emerged as anticorruption champions.

Completed. The unified action plan for civil society was submitted to USAID in soft copy on September 26, 2012.

Deliverable 4: At least 10 cases where the CAG's Office, the Information Commission, the ACC and CSOs have worked together to perform their audit functions, citizen oversight and advocating and dialoguing with national, divisional and/or municipal governments on anticorruption issues.

Completed. A total of 49 meetings occurred with representatives of civil society and oversight bodies about corruption issues.

Deliverable 5: At least two citizen oversight GO-CSO initiatives active in the areas of health, food security, climate change and other USAID priority areas.

Completed. PROGATI initiated work with citizen charters and entry points.

Deliverable 6: Assessment of Bangladesh's readiness to be a member of the Open Government Partnership.

Completed. The assessment was submitted to USAID on June 16, 2012.

Deliverable 7: One (1) Annual Knowledge, Attitudes and Perceptions (KAP) survey (perception of corruption, perception of transparency in selected institutions, victimization of corruption, experiences in citizen participation).

Completed. The survey of CAG Skills was completed in Year 5

Deliverable 8: PROGATI project website that is updated regularly.

Completed. Over 50 updates were made to the PROGATI website during Year 5.

Deliverable 9: Established PROGATI database to store information on advocacy initiatives related to anticorruption and oversight.

Completed. DAI's Technical Assistance Management Information System (TAMIS) served as the comprehensive database for all information on PROGATI activities.

ANNEX III: SUCCESS STORIES



USAID | **BANGLADESH**
FROM THE AMERICAN PEOPLE

SUCCESS STORY A Commitment to Transparency

A national coalition of women's rights organizations enshrines principles of transparency and accountability into their organization's constitution



The USAID-funded Promoting Governance, Accountability, Transparency and Integrity (PROGATI) project requires local partners to consider how their internal policies and procedures will promote ethical conduct. In preparing their required memo on transparency and accountability, a national network of 500 organizations decided to amend their constitution to formalize the values of integrity, accountability and transparency.

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The initial Promoting Governance, Accountability, Transparency and Integrity (PROGATI) corruption perception survey indicates that, while the vast majority of Bangladeshis have been victimized by corruption, very few believe they are responsible for corruption. Often times, common practices such as paying bribes to speed up government transactions, or procuring goods and services from friends and relatives, are not considered corruption. A continual challenge in the effort to reduce corruption is to link personal and organizational conduct with encouraging integrity throughout Bangladesh.

PROGATI partners can promote transparency and accountability, not only through project activities, but through clear organizational policies, effective information sharing, and strong financial systems. In order to encourage partners to reflect on how their day-to-day work relates to the objective of increasing transparency, PROGATI implemented transparency memos for all grants and subcontracts. These memos require partners to detail how they will promote transparency and accountability in all activities and financial expenditures.

The Doorbar Network, one of PROGATI's coalition partners, is an alliance of over 500 women's rights organizations throughout Bangladesh. While Doorbar was preparing its transparency and accountability memo for PROGATI, they had a brainstorming session to identify what specific details to ensure transparency and accountability in project implementation.

In the discussion Doorbar members decided to examine their own constitution to see whether the current version reflected accountability and transparency. In reviewing their constitution, they found no specific clause defining network values, and none requiring members to act with integrity.

Immediately they decided to incorporate the identified principles and values in the constitution which would help them to maintain transparency, accountability and integrity in their own work. Immediately, they decided to translate the details in the PROGATI transparency memo into the Doorbar Network's constitution. Shortly thereafter, they finalized the constitution and submitted to government during renewal of their registration.



SUCCESS STORY

Fighting Corruption in Their Community

After receiving training on how to monitor corruption in public services, a local organization launches an independent effort to reduce corruption in education



The USAID-funded Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program is helping civil society organizations at the local level fight corruption in their communities. Using skills from a PROGATI training, MAISHA launched their own initiative to investigate and stop corruption in their community school. The results were so successful that MAISHA is has been asked by local officials to monitor corruption in other public services.

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In the seaside town of Patenga, Bangladesh, the human rights organization known as MAISHA diligently works with the local community on a number of issues, including human rights and legal services, disaster preparedness and HIV/AIDS prevention.

In 2009 the Promoting Governance, Accountability, Transparency and Integrity (PROGATI) provided training to several MAISHA staff members on how use citizen scorecards to monitoring government services. The PROGATI training helped MAISHA recognize the role that each citizen can play in exposing corruption, demanding transparency and government accountability.

MAISHA was so motivated to fight corruption that, on their own initiative, they used PROGATI skills to launch a monitoring exercise using the citizen scorecard. The focus of their efforts was to investigate possible corruption within the local school district. MAISHA's program included meetings with local teachers and focus group discussions with community members.

The results of their investigation were dramatic. MAISHA found that the Head Master of the local school had been demanding money from the students for everything from textbooks, which the government provided free, to party supplies. The amount of money was also varied and depended on how much money the parents had. MAISHA also discovered that the Head Master was falsifying documents stating that the school's oversight committee was meeting regularly and maintaining a ledger for the money that was collected.

After the corruption was exposed, the School Management Committee took immediate action, stopping the Head Master from collecting any money from the students without their consent. In 2010 students did not have to pay for "free" government books, and for the first time, transparency is at the top of the agenda.

PROGATI training has empowered local organizations to start their own anti-corruption initiatives. It has built the capacity of citizen groups collaborate with government officials to improve transparency. MAISHA is now considered a local resource by local government officials and asked to monitor other services where they think corruption might exist.



FIRST PERSON Refusing to Pay a Bribe

A local entrepreneur uses a USAID funded Anti-Corruption Hotline to avoid paying a bribe telephone authorities to lower her bill.



“I was always vocal but now I am courageous too to prevent corruption as now I have the skill and necessary information with me”

—Ms. Rokeya

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When Ms. Rokeya Begum received her January 2011 telephone bill for the clothes and handicraft boutique she operates in Khulna, she was startled by the amount due. The January bill was over three times the typical monthly charge. She knew she had not increased her calls to suppliers and wholesalers enough to justify such an increase.

In June 2010, Ms. Rokeya participated in a training supported by the USAID-funded Promoting Governance, Accountability and Transparency Initiative (PROGATI) program on “How to Avoid Corruption.” The training emphasized maintaining organized records and Ms. Rokeya dutifully stored her telephone bills each month. She took them to the telephone authority and demanded a correction. The telephone official would not assist her and she was convinced that he was seeking a bribe.

She was committed to not falling victim of corruption, “I have gained bravery to raise my voice against corruption just because I have received the trainings...I was always vocal but now I am courageous too to prevent corruption as now I have the skill and necessary information with me.”

Because of her commitment to avoid participating in corruption, Ms. Rokeya turned to an Anti-Corruption Hotline supported by PROGATI and operated by the Bangladesh Women’s Chamber of Commerce and Industry (BWCCI). The hotline is a source of information and support for women entrepreneurs who encounter corruption. Since it launched in April 2010, the hotline has served over 325 women and resolved over 80 corruption cases.

The hotline personnel recommended that Ms. Rokeya return to the telephone authority with her documents taking with several other BWCCI members with her. She did just that, visiting the telephone authority with five members of BWCCI. Faced with a group of women entrepreneurs committed to facing down corruption, the official said that he would investigate the situation and recheck the bill. Within four days, a new bill was issued. Ms. Rokeya promptly paid the corrected bill, taking pride in not having to participate in corruption to keep her business running.



SUCCESS STORY

Using a Fellowship to Launch a Career

An aspiring journalist completes a USAID-funded Women Journalist Fellowship and joins one of the largest news outlets in Bangladesh



Photo Credit: Wahid Uz Zaman

“I always thought I was not fit for this profession. I am not sure if I am a perfect reporter now but I am more confident and believe in myself. Yes, I can!”

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Less than a year ago, Shubarna Mostafa had never even looked through the viewfinder of a camera. Today, she is known to millions of Bangladesh television viewers as an on-air reporter for NTV, one of the country’s leading news outlets.

Shubarna gives credit for this transformation to a USAID-funded Promoting Governance, Accountability and Transparency Initiative (PROGATI) program. Shubarna, 25, is one of 20 aspiring young women journalists to complete nine-month journalism fellowships sponsored by PROGATI. PROGATI hopes to grow a culture of investigative reporting to increase reporting on corruption issues. The fellowships will also boost the number of women journalists in Bangladesh, where only 6 percent of the reporters or editors at 800 newspapers and nearly 20 broadcast outlets are women.

The PROGATI Women Journalism Fellowship puts awardees through a rigorous three-phase program. First, they concentrate on investigative reporting techniques. Second, they produce investigative reports. Third, they participate in internships in media houses. Shubarna said the program not only built her skills but her confidence. She came to Dhaka University in 2005 from Jamalpur, a small district river town in Northern Bangladesh. Inspired by her teacher to take the fellowship, Shubarna soon felt “all my fear disappear” as she was exposed to working journalists, who served as resource persons and mentors for PROGATI funded fellows.

“We were assigned to write news,” she continued. “When we were interviewing people and collecting information, gradually I understood that the fear that I had was not there [any more].” After completing the first two phases of the PROGATI Fellowship, Shubarna was placed at the Bangla Vision television station for her three-month internship. Fellows work in real news environments, where they learn to adapt to a hectic work place.

In Shubarna’s case, it was during her internship that NTV’s chief of correspondents, called offering her a permanent position on the news team. She now covers the cultural beat, as well as general assignment stories.



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FROM THE AMERICAN PEOPLE

SUCCESS STORY JATRI Fellow Wins UNESCO Award

The Journalism Training and Research Initiative (JATRI) is the only investigative journalism resource center in Bangladesh



Photo Credit: BIC/UC

JATRI launched the Investigative Journalism Fellowship program in 2010. JATRI's full array of training, research and production resources for investigative journalism underpins the anti-corruption work of PROGATI partners in civil society, executive branch ministries, and the Parliament. Investigative journalism is a new field in Bangladesh. Journalists and media owners alike highly value the services provided by JATRI.

The first article published under a USAID-funded fellowship program for investigative journalists earned the prestigious UNESCO Award for Investigative Journalism 2011. The award recipient was Mr. Mizanur Rahman Chowdhury, who participated in the fellowship program as part of USAID/Bangladesh's support to the Journalism Training and Research Initiative (JATRI). JATRI launched the fellowship program to develop new trends in investigative journalism through mentorship from senior journalists.

Mr. Chowdhury's award-winning article, *Journey of the Tomato: From 16 to 64*, followed the path of tomatoes through the countryside, from farmer to wholesalers and other middlemen, and finally to retail vendors in urban areas. The story described the many external factors that influence the price of tomatoes and explained their high cost to consumers. Established by UNESCO in 2008, the award is highly sought after by Bangladeshi journalists. The award certificate acknowledged Mr. Chowdhury's professional excellence and high quality reporting in investigative journalism. Along with a Tk 50,000 (USD 700) cash prize, the award cited Mr. Chowdhury for his focus on good governance and its potential to bring about constructive change in Bangladeshi society.

The JATRI center was established under the Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program, as Bangladesh's only center for investigative journalism. Under the auspices of the Institute of Governance Studies (IGS) of BRAC University (BRACU), JATRI was launched in May of 2008. The objective of JATRI is to strengthen and expand the skills and knowledge of journalists (print and electronic) and others who aspire to join the profession, especially in the field of investigative journalism. JATRI's training, research, and production support to journalists forms a critical foundation to the free flow of information essential to all other PROGATI partners who work for increased transparency in Bangladeshi governance. The PROGATI program is implemented by DAI.

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SUCCESS STORY

Preventing Local Fraud

Local Government officials gain new skills to monitor procurement and prevent fraud



Photo Credit: Navedi Lal Sultana

The lack of knowledge of procurement law and responsibilities among local authorities leaves them vulnerable to unscrupulous vendors. A training for Union Parishad Chairmen and Members on "Accountability and Transparency in UP Resource Management" organized with support from the Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program includes a specific focus on local procurement. Using new skills local government officials are now able to prevent procurement fraud.

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Union Parishads (UP), the lowest level of local government in Bangladesh, are responsible for procuring a wide range of materials and services for local construction. The lack of knowledge of procurement law and responsibilities among local authorities leaves them vulnerable to unscrupulous vendors.

In August 2010, the Bangladesh Union Parishad Forum (BUPF), a national association representing UPs across Bangladesh, began training on "Accountability and Transparency in UP Resource Management." The training, developed and organized with support from the Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program includes a specific focus on local procurement. To date, 125 UP Chairpersons and Members have participated in the program.

The skills provided through the training have had an immediate impact on UP management of local procurement. In the 14 years he has held his post, Hasanat Zaman Chowdhury, Chairman of Shaldanga UP, has never rejected the delivery of goods procured by the UP. He's always assumed that vendors were providing what the UP purchased. After attending the BUPF training, however, he has taken an active role in inspecting deliveries.

Immediately, Chairman Chowdhury began to identify fraud. The first procurement he oversaw after completing the BUPF training was for materials for a sanitation and water supply project. The vendor was supposed to deliver 25 tube-well heads weighing 11 kg. Instead of delivering equipment to the required specifications, the vendor attempted to provide lower quality goods; the tube-wells were 8 kg. rather than 11 kg. Using the skills from the BUPF training, the Chairman was present for the delivery and thoroughly inspected the goods. Finding the error, he refused delivery and demanded a correction. Shortly thereafter, the UP ordered 46 mm tin. On the day of delivery, the UP Chairman noted that the tin was of inferior quality. Again, a thorough inspection prevented procurement fraud.

Together, these two procurements totaled over \$25,000, substantial expenditures for his UP. Using the skills acquired through the PROGATI sponsored training, Chairman Chowdhury was able to effectively manage local resources and avoid corruption.



SUCCESS STORY

Promoting Transparency in Food Aid

Civil Society initiative to monitor distribution of food aid leads to reduced corruption for 8000 people and greater collaboration with local officials



Photo Credit: Jahange Alam

The USAID-funded Promoting Governance, Accountability, Transparency and Integrity (PROGATI) builds the capacity of local level civil society partners to monitor government services. After identifying corruption in distribution of food aid to the most extreme poor, these civil society partners present their findings and build relationship with key government officials to monitor food aid and reduce corruption.

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In rural Bangladesh, the extremely poor receive government food assistance through the Vulnerable Group Development (VGD) and Vulnerable Group Feeding (VGF) programs. These programs are rife with corruption with serious impact on the most vulnerable.

For the first time, community groups in Chandpur district are working with government officials to reduce corruption in the VGD/VGF programs. With support from the Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program, civil society partners are using oversight tools to monitor food distribution and reduce corruption.

In June 2010, a PROGATI funded public hearing focused on how the VGD/VGF programs are funded through the national budget. This hearing presented citizens with the program costs and an accurate number of beneficiaries in the district. A 200 person rally demanded action to reduce corruption in food aid. Finally, citizens implemented a community scorecard exercise, a tool PROGATI has introduced to identify corruption in public services through investigation, consultation and dialogue. The exercise identified specific cases of nepotism in VGD/VGF card distribution and supplying less than the stipulated amount of food to program beneficiaries in the Chandpur program.

At a public meeting of citizens and government officials, civil society groups presented their findings. At this meeting, the Upazilla Nirbahi Officer (UNO), the officer responsible for overseeing government programs at the local level, responded to the citizen scorecard findings by expressing his strong personal commitment to tackle corruption in the VGD/VGF program. The presence of an important official at such a meeting is significant in an environment where government civil society interaction is limited. But the citizen groups took him at his word. A local citizen leader explained “we welcomed this attitude of UNO and hope that he will keep his word for the sake of extreme poor.” PROGATI funded community groups in Chandpur are now working with the UNO to monitor distribution of rice and regularly meeting to review their achievements. Due to this new collaboration between government and civil society, the VGD/VGF program is now working more efficiently and food assistance in reaching the most vulnerable to over 8000 VGD/VGF participants.



SUCCESS STORY

Putting Words into Action

Responding to community complaints about corruption, a local official involves Vulnerable Group Development (VGD) beneficiaries in oversight of food aid



Photo Credit: Ruzarizor

The USAID-funded Promoting Governance, Accountability, Transparency and Integrity (PROGATI) support local level initiatives to reduce corruption. After identifying rampant corruption in the distribution of food aid, civil society organizations held several public hearings. Local officials, responded to these complaints by involving the food aid beneficiaries in the oversight of how food is handed out, dramatically improving the system and reducing corruption.

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Corruption in the Vulnerable Group Development (VGD) Program, an initiative by the Government of Bangladesh to support the extreme poor, is very common. Local authorities responsible for food aid distribution often hand out less than the required amount, selling the remaining amount for personal profit. The list of VGD beneficiaries is also manipulated to include relatives and friends of local officials.

The Promoting Governance, Accountability, Transparency and Integrity (PROGATI) project has been working with a network of local partners to improve transparency in the VGD program. Due to PROGATI anti-corruption initiatives in Patuakhali district, an elected local government official initiated a 100% transparent food aid distribution. Since August 2010 the ultra poor of Laukathi Union Parisad are now in charge of distributing food aid to VGD card holders of their villages.

The villagers raised their concerns through an integrated set of grassroots campaigns to reduce corruption supported through PROGATI. The difference between the amount of food beneficiaries should receive and what they actually receive was highlighted in a public hearing to review the budget for the VGD program. A rally of 200 citizens demanded more transparency in the system. Finally, the UP Chairman made his commitment to change. When asked why, the Chairman of Laukathi Union Parisad (UP) said, "The VGD card holders have been complaining that they are getting much less than the allocated 30 kg rice for each card...I could not identify the reason. So, I thought if I can make the distribution of the VGD rice 100% transparent then I don't have to take the blame anymore."

To the surprise of many villagers, now the Union Parisad and the VGD card holders of Laukathi jointly distribute the food aid. A representative of the VGD card holders weighs the rice on a scale in the open and distributes the food. The UP officials are only responsible for getting the rice from the government storage. As a part of the new transparency measures an UP official publicly declares the amount received from the government storage. As a result of these initiatives the VGD card holders of the Laukathi UP are happy with what they get.

In public hearing supported by PROGATI, the Upazilla Nirbahi Officer committed to creating new list of VGD card holders free of nepotism and political influence.



SUCCESS STORY

The Right to Know

Journalists using investigative techniques uncover corruption in public procurement



Photo Credit: Mizanur Rahman

The USAID-funded Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program is expanding investigative journalism as a method for uncovering corruption. Training on using the Right to Information Act has focused on the issue of public procurement, a significant source of corruption in Bangladesh. The PROGATI training has generated several investigative articles on corruption in public procurement.

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Procurement and corruption have a long-standing bond in Bangladesh. Breaking that bond requires greater transparency and public scrutiny. The Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program has provided training on using the Right to Information Law (RTI) for investigative journalism for broadcast and print media houses around Bangladesh.

The RTI law is new to journalists and government officials in Bangladesh. The PROGATI trainings not only helped both sides understand the benefits that the RTI Law can have in exposing corruption, but it also served in building partnerships between journalists and government, which ultimately serves all the citizens of Bangladesh.

Officials from the Ministry of Planning's Central Procurement Technical Unit (CPTU) have participated in many of the PROGATI training events. They provided assistance in helping the journalists understand the Public Procurement Rules (PPR), its flaws, and how RTI can be used to investigate procurement.

The trainings have resulted in important investigative reporting articles on transparent procurement.

Not very long after the reporters at The Daily Star, the largest circulating English daily newspaper in Bangladesh, received training on RTI, that Deputy Editor, Sharier Khan published a report on the Sylhet Power Project's efforts to force the Power Development Board to award a bid to an inferior firm. The Daily Star's investigation using the RTI training found that the bid proposal in question lacked the necessary documents. Since the public procurement rules had no mechanisms in place for evaluating bids that do not comply with the rules, the bid proposal should have been automatically rejected.

Fazle Elahi a reporter with the Kaler Kantho daily newspaper in Rangamati took the training and ran with it. He wrote a series of four articles sighting many examples of widespread corruption and tender manipulation by local officials. Elahi says, that he felt well equipped to investigate the procurement issues because of the training he received from PROGATI.



SUCCESS STORY

Women Entrepreneurs Stand up to Corruption

Empowering women entrepreneurs to recognize and fight corruption



Women entrepreneurs, who represent only 6% of the private sector in Bangladesh, are not receiving proper support to move their enterprises forward. Moreover they are particularly vulnerable to being victims of corruption as they establish and grow their businesses. From 2009, USAID/PROGATI sponsored BWCCI to support a range of innovative training and advocacy activities to promote anti-corruption reforms related to women entrepreneurs.

When Smriti Parvin started her tailoring business in Rajshahi in February 2007, she was unprepared to deal with the level of corruption she faced, especially in processing her trade license. When asked for bribes, she was shuttled between different service providers, given false information, and eventually gave up. Frustrated with corrupt government officials undermining her business, in July 2010 she participated in an anti-corruption awareness training for women entrepreneurs organized by USAID's Promoting Governance, Accountability, Transparency and Integrity (PROGATI) Program and organized by the Bangladesh Women Chamber of Commerce and Industry (BWCCI). The training highlighted the core business areas affected by corruption and taught participants how to equip themselves against it. In January 2011, Smriti reapplied for a trade license and the City Corporation official responsible for issuing the licenses again demanded an unreasonable payment. This time, however, Smriti refused to be exploited. "I had a feeling something was wrong in his behavior and refused to give him the money. I was committed not to be a victim of corruption." She insisted on speaking to his supervisor who confirmed the actual fee for issuing a trade license was half the amount the official had demanded. She reported the bribe request to the supervisor and the employee received a warning. More importantly, Smriti received her trade license three weeks later, legally and without paying a bribe.

On 9 September 2010, several officers from the local VAT office in Chapainawabganj district in Rajshahi division came to Tahrira Begum Lucky's clothing boutique and demanded 3,500 BDT as VAT payment, a fee they said all shopkeepers were required to pay. But Tahrira knew better. In May 2010 she had attended USAID/PROGATI anti-corruption awareness training for women entrepreneurs and learned that tax law exempts certain small business owners, herself included, from paying VAT. Armed with this knowledge, she confidently refused the VAT officers' demand. When they threatened to confiscate her property documents she called on the support of the women entrepreneurs group sponsored by USAID/PROGATI and organized by BWCCI. She contacted BWCCI's divisional leader in Rajshahi, who met with the Divisional VAT Commissioner on Tahrira's behalf. Upon investigation the Commissioner confirmed that the district officers had indeed demanded illegal payment from Tahrira and instructed the Chapainawabganj VAT Office to stop its harassment of her. Tahrira felt empowered by the training she received and the contacts she made. "I could have fallen in their trap if I did not have the information on VAT policy. I am glad I took part in the anticorruption training. This knowledge has become my power and given me the confidence to stand firm again corruption."

ANNEX IV: STATUS OF ALL BANGLADESHI INSTITUTIONS WITH WHOM PROGATI WORKED

Institution	Status
Civil Society, Private Sector, or Consulting Firm	
Bangladesh Enterprise Institute (BEI)	BEI contributed significantly to PROGATI's efforts in the Public Institution Component, building capacity in relations with public audit, and particularly advocating for the Audit Act. Based on this experience, BEI has already secured funding to continue their focus on public financial management through the USAID funded Supporting Democratic Local Government Project. They are also continuing their advocacy for the Audit Act, making use of their networks into the CAG and Ministry of Finance. They are in discussion with the World Bank to secure funding for these continued efforts.
Bangladesh Institute of Theater Arts (BITA)	BITA was the lead organization implementing social audit. Based on this experience, they have just received funding to conduct a social audit funded by the USAID Supporting Democratic Local Governance project.
Bangladesh Women's Chamber of Commerce and Industry (BWCCI)	After the secession of PROGATI funding for the Anti-Corruption Hotline, BWCCI kept the mechanism open using their own funding. Recently they have secured funding through the USAID funded Promoting Democratic Institutions and Practices (PRODIP) to continue the hotline. BWCCI has also committed to continuing the PROGATI initiated approach of working groups to expand policy reform efforts.
Doorbar Network	The Doorbar Network, one of PROGATI's coalition partners, has included anticorruption policies into their organization's constitution. They have continued to integrated anticorruption messages into training program funded by other donors.
Journalism Training and Research Institute (JATRI)	Following the completion of PROGATI funding for core operations in July 2011, JATRI remained operational with support from BRAC U and by seeking new funding sources. Though they significantly reduced their staffing profile, JATRI has been able to maintain their current location in the media hub of Bangladesh and establish new partnerships. By September 2012 they are covering all operational costs through new funding sources. Their focus is on general media development, though they have implemented some programs focused on investigative journalism.
Khan Foundation (KF)	KF has started to integrated modules on transparency and accountability into their ongoing work training local elected officials supported by other donors.
Management Resources and Development Initiative (MRDI)	Through PROGATI, MRDI expanded from a media focused organization with strong networks amongst media houses and journalists, to one with strong established ties with government and civil society. They have leveraged these new networks for work with British High Commission and the World Bank Institute on issues of RTI, government transparency and public access to audits.
Unnayam Shammanay (US)	US is currently in discussion with the PRODIP project to continue work with the Parliament Secretariat on BAMU.

Institution	Status
Government of Bangladesh Institutions	
ACC	The Anti-Corruption Commission has benefited from development of a public outreach strategy, developed during Year 5.
Bangladesh Parliament Secretariat	The support of BAMU has been successfully transferred from PROGATI to the PRODIP project. Remarkable progress has been made in generating demand for budget analysis, as demonstrated by the number of MPs seeking budget analysis support through the BAMU help desk, With the support of Secretary, and information gained through a recent study tour to Canada, future support for formalization of BAMU into the secretariat is possible.
Information Commission	The Information Commission is benefiting from assistance to their web portal during Year 5. The dynamic Chief Information Commissioner, Mohammad Zamir, with whom PROGATI had significant contact, has recently retired. His successor has not been involved in PROGATI activities and it remains to be seen whether the Commission will continue to take an active role in proactive disclosure moving forward.
Office of the Comptroller and Auditor General	The CAG has approved the DEDO Audit Manual, encouraged continuation of the in-house ethics training, and expanded networking with the media through its Media and Communication Cell. New World Bank funding will support continued advocacy for the Audit Act. The current CAG, a champion of great independence of the institution and media outreach is set to retire in 2013. His successor has not been named.

ANNEX V: COMPLETE LIST OF ALL HOST COUNTRY AND INTERNATIONAL DONORS AND FINANCIAL INSTITUTIONS CONTACTS

Donor Organization	Contact Name, title	Contact Information
World Bank	Suraiya Zannath, Sr. Financial Management Specialist	E-32, Agargaon, Shere-e-Bangla Nagar, Dhaka-1207 Tel: (88 02) 8159001-14
Canadian International Development Agency(CIDA)	Omar Khan Advisor	Program Support Unit(PSU) House D2, Road 95 Gulshan Model Town 2 Dhaka 1212 Tel: 8824740-44 Fax: 880-2-8823516
MJF	Shaheen Anam Executive Director	House # 47, Road # 35/A Gulshan-2, Dhaka 1212, Bangladesh Phone: +88-02-9850291-4, 9890111, 9893910, 9888469 Fax: +88-02-9850295 E-mail: anams@manusher.org, info@manusher.org
IFC	Shihab Ansari Azhar Stakeholder Engagement	IFC Advisory Services in South Asia United House, 10 Gulshan Avenue, Dhaka 1212, Bangladesh Tel: +(88 02) 883 3752-66 x1230 E-mail: SAzhar@ifc.org
UNDP, A2i Project	Anir Chowdhury Policy Advisor	anirchowdhury@pmo.gov.bd, anir.chowdhury@gmail.com 880-2-8159896, 880-2-9144848

ANNEX VI: GRANTS AND SUBCONTRACTS AWARDED

The following presents the grants and subcontracts awarded in chronological order.

Organization	Summary
ACNielsen	National baseline survey
DW	Civil society network strengthening
DW	Civil society network strengthening
Institute for Governance Studies (IGS)/JATRI	Start-up activities to provide a foundation for future ICIJ activities
DW	Division consultations
Unnayan Shammanay	Curriculum development and training for BAMU
Otobi	Furniture for CAG
PROMPT	Electrical Work for BAMU
Otobi	Furniture for BAMU
Anti-Corruption Week	Westin Hotel, venue (US 17,190); Expressions Ltd., TV ads (US 4,595); MABS Media, banners (US 190); Genesis Pvt. Ltd., printing (US 446)
Nurul FH	Financial Training for Partners
ILA Engineering	Air conditioning for CAG Office
Fair Engineering	CAG Office electrical work
Janata Glass House	CAG Office flooring
MRDI	Building skills and understanding of journalists on the content, issues surrounding, and potential use of the draft RTI Ordinance. Focus on urban areas
MMC	Building skills and understanding of journalists on the content, issues surrounding, and potential use of the draft RTI Ordinance. Focus on rural areas
Khan Foundation	Development of CS Training modules and field testing
IGS	Preparation for BAMU staff training and 10 concepts notes on national budget issues.
IBFB	Mobilizing the private sector to encourage and support anticorruption reform
BUPF & MAB	Operational support and technical assistance
BEI	Foundation activities to enhance C&AG and PAC oversight capacity, and to clarify issues of and disseminate information on transparency, accountability and corruption challenges facing the private sector.

Organization	Summary
Unnayan Shammanay	Building the foundation for civil society advocacy and education campaigns
Nurul FH	Phase 2 and 3 accounting training for partners
MRDI	Follow up in-house training for journalists on RTI
Business Consulting Services	Partner budget management training
RTM International	Training: monitoring, analyzing and publicizing corruption
Khan Foundation	Training: monitoring, analyzing and publicizing corruption
IGS/JATRI	CIJ Year 2 Funding, Phase 1
Eusuf & Associates	Monitoring of Civil Society Component activities
Communica	Training: Understanding national budget
Jogsutro- IACD PSAs	Two PSAs for airing IACD week
IACD Posters & Stickers	Posters for distribution nationwide
Rupantar	Building the foundation for civil society advocacy and education campaigns
BCDJC	Survey: Consumer perception of media
DW	Building the foundation for civil society advocacy and education campaigns
Khan Foundation	Building the foundation for civil society advocacy and education campaigns
M.I. Chowdhury	Technical writing training for CAG staff
MMC	RTI training in division media houses
Visual Communication	T-shirts
A. Qasem & Co.	Finance and admin manual development for 4 partners
BCDJC	Training for government communications
Khan Foundation	Building CSO Expertise on Monitoring, Analyzing and Publicizing Corruption
Softmart	JATRI, CAG, BAMU software
BRAC	Training of Trainers
BWCCI	Women-led businesses, transparency and accountability
Rupantar	Strengthening Civil Society Capacity to Prepare, Plan for, and Manage Campaigns Against Corruption
DW	Building CSO Watchdog Expertise and Citizen Understanding of National Budgets
IBFB	Operational support and technical assistance, Phase 2
Rupantar	District BUPF committee meeting management
MAB	Operational support and technical assistance, Phase 2
BUPF	Operational support and technical assistance, Phase 2
BEI	Strengthening CAG oversight capacity
BIDS	Seminars from MPs

Organization	Summary
BNNRC	Community Radio Assessment Support
Step Toward Development	Building the foundation for civil society advocacy and education campaigns
SHOMASTE	Curriculum development and training on Upazilla budgets
Communica	CSO National Budget Awareness Training
M.I.Chowdhury	Report Writing Training
PRI	Budget Session Support
Unnayan Shammanay	Budget Session Support
BRAC	Financial Management Training - Dhaka and Divisional
BITA	Social Audit Support
IMART	JATRI Computers
IMART	JATRI Network and Accessories
IGS/JATRI	CIJ Year 2 Funding, Phase 2
Unnayan Shammanay	Training of BAMU Officials
KF	Two batch Entry level Training
Step Toward Development	Training and Technical Assistance to Division Focal Points
BIDS	Budget Analysis Support to Standing Committee
MRDI	Strengthening media sector capacity
DW	Building the foundation for civil society advocacy and education campaigns
AQC	Financial and Administrative Manuals
Doorbar- PROTTOY	Training and Technical Assistance to Division Focal Points
COMMUNICA	Strengthening Leadership in Anti-Corruption reform
IMART	CAG and BAMU Computer Support
IMART	JATRI Power Support
BAMU Renovation	Renovation of BAMU Offices
TCS Computer Services	Networking accessories BAMU and JATRI
BICC	IACD-Dec 2010-Public Institution
NewsNetwork	Fellowship for women journalists
Khan Foundation	Building the foundation for civil society advocacy and education campaigns
BWCCI	Women-led businesses, transparency and accountability
MAB	Operational support and technical assistance, Phase 3
Eusuf & Associates	Monitoring of training and campaign events
MRDI	Media Training for CAG
SoMaSTe	Training Division Level Government Officials on Effective Communication
Unnayan Shammanay	Standing Committee and Budget Oversight

Organization	Summary
DCGCI	Community Satisfaction with Quality and Impact of Participation in Budget Oversight
Rupantar	Strengthen Sustainable Civil Society Networks to Support and Promote Anti-Corruption Reforms, Phase 2
Rupantar	Building the foundation for civil society advocacy and education campaigns
Grameen Alo- Doorbar Bogra	Campaign events (using guidelines developed by partners)
Social Development Society (SDS)	Campaign events (using guidelines developed by partners)
Pollee Unnyoun Prokolpo	Training CSO members (using 3 modules developed by Partners)
DW	Strengthen Sustainable Civil Society Networks to Support and Promote Anti-Corruption Reforms, Phase 2
KF	Strengthen Sustainable Civil Society Networks to Support and Promote Anti-Corruption Reforms, Phase 2
Association of Voluntary Action for Society (AVAS)	Training CSO members (using 3 modules developed by Partners)
BUPF	Operational support and technical assistance, Phase 3
MAB	Local Government Associations Support Project, Phase-IV
BUPF	Local Government Associations Support Project, Phase-IV
BEI	Strengthening CAG oversight capacity
IBFB	Operational support and technical assistance, Phase 3
BITA	Social Audit Expansion
DCGCI	Citizens' Perception and Knowledge of Corruption
BCDJC	Citizens' Perception of News Media
IGS/JATRI	CIJ Year 3 Funding, Phase 2
BNNRC	Curriculum development and training on community radio
BWCCI	Engaging Women Entrepreneurs in Anti-Corruption Reform Efforts, Phase 3
BIDS	Seminars on the National Budget for MPs and Oversight Support to Standing Committee on Ministry of Food and Disaster Management
JATRI	Independent Center for Investigative Journalism Year 3 Activities and Events, Phase 4
IBFB	Mobilizing the Private Sector to Encourage and Support Anti-Corruption Reform, Phase 4
Unnayan Shammanay	Training of BAMU Officials and Oversight Support to Standing Committee on Agriculture
BEI	Strengthening CAG oversight capacity

Organization	Summary
BEI	Strengthening Public Institution Oversight Capacity, Phase 5
BITA	Strengthening Public Private Partnership for policy reforms.
AVAS	Strengthening Public Private Partnership for policy reforms.
Grameen Alo- Doorbar Bogra	Strengthening Public Private Partnership for policy reforms.
KF	Strengthening Public Private Partnership for policy reforms.
JATRI	JATRI Investigative Journalism Audit Fellowships
BWCCI	Supporting Anti-Corruption for Women Entrepreneurs Working Groups
MRDI	Using RTI for Government Oversight and Support to CAG Outreach
BEI	Strengthening Public Institution Oversight Capacity, Phase 5
Unnayan Shammanay	Training of BAMU Officials and Oversight Support to Standing Committee on Agriculture
Mitra and Associates	Endline Survey of Citizen Perceptions of Corruption
Talon	Travel and Logistical Support for Hong Kong Symposium
Smart Data	Hosted Email Services for Bangladesh Information Commission
ICT Aliance	Portal Enhancements for Bangladesh Information Commission.
ICT Aliance	Network wiring, Hardware, Licensed Software and services for Bangladesh Information Commission IT system.
MRDI	Anti-Corruption Commission's Prevention and Mass Awareness Unit.

ANNEX VII: PARTNER TRAINING

Training	Dates	Total Days	Participants from Partner Organizations											Total Participants		
			BEI	BUPF	BWCCI	DW	IBFB	IGS	JATRI	KF	MAB	MRDI	Rupantar		US	
Financial Accounting Principles and Practices 1 (Entry)	3/29/09 – 3/31/09	3	1	1	1			1			2	1	1	2		10
Financial Accounting Principles and Practices 1 (Intermediate)	3/29/09 – 3/31/09	3	1		1	2	1				1		1			7
Financial Accounting Principles and Practices 2 (Entry)	4/7/09 – 4/9/09	3	1	1	1						2		1	2		8
Financial Accounting Principles and Practices 2 (Intermediate)	4/7/09 – 4/9/09	3	1		1	1	1		1				1			6
Financial Accounting Principles and Practices 3 (Entry)	7/21/09 – 7/23/09	3	1	1						1		1		2		6
Financial Accounting Principles and Practices 3 (Intermediate)	7/21/09 – 7/23/09	3	1		1	1	1		1				1	1		7
Financial Accounting Principles and Practices 4 (Entry)	8/10/09 – 8/12/09	3	1	1	2				1		1			1		7
Financial Accounting Principles and Practices 4 (Intermediate)	8/10/09 – 8/12/09	3	1		1	1	1				1	1	1	1		8
Training of Trainers (Beginner)	2/14/2010 – 2/18/2010	5				2				2	2		1	3		10
Training of Trainers (Master)	2/7/2010 – 2/11/2010	5				4			3	3		1	1			12

Training	Dates	Total Days	Participants from Partner Organizations											Total Participants	
			BEI	BUPF	BWCCI	DW	IBFB	IGS	JATRI	KF	MAB	MRDI	Rupantar		US
Budget Development	8/17/09 – 8/19/09	3	2	2	3	3		2	2	4	2		4	1	25
Budget Management	9/7/09 – 9/10/09	3	1	2	3	2		1		4	1		4		18
Human Resources	9/28/09	1	1		1	2	2	1	2	4		3	2	2	20
Managing for Success	6/28/08	1	1			2	2			1					6
Gender Training of Trainers	6/16/2011	1		1	2	2				1	2		1	1	10
Monitoring and Evaluation	6/22/08 – 9/22/08	3	2			1	1	1		1		1		1	8
Total People Trained			15	9	17	23	9	8	11	27	8	12	24	5	168
Total Person Days of Training			41	25	45	69	19	22	39	79	20	34	74	9	476