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## Bangladesh: Promoting Governance, Accountability, Transparency and Integrity (PROGATI)

Semi-Annual Report – 1 October 2007 to 31 March 2008

30 April 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by Development Alternatives, Inc.

# **Bangladesh: Promoting Governance, Accountability, Transparency and Integrity (PROGATI)**

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USAID Contract No. DFD-I-00-05-00220-00

Order No. DFD-I-04-05-00220-00

USAID Contractor: Development Alternatives, Inc. (DAI)

## **DISCLAIMER**

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

## **ACRONYMS**

AED	Academy for Educational Development
BAMU	Budget Analysis and Monitoring Unit
BEI	Bangladesh Enterprise Institute
BRDG	Building Recovery and Reform through Democratic Governance
CIJ	Center for Investigative Journalism
COP	Chief of Party
CSO	Civil Society Organization
DAI	Development Alternatives, Inc.
ERD	Economic Relations Division
HRD	Human Resource Development
IGS/BRAC	Institute of Governance Studies, BRAC University
IQC	Indefinite Quantity Contract
IREX	International Research and Exchanges Board
M&A	Monitoring and Assessment
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MP	Member of Parliament
MSI	Media Sustainability Index
OSC	Overseas Strategic Consulting
PMP	Performance Monitoring Plan
SOW	Scope of Work
TAMIS	Technical and Administrative Management Information System

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## 1. INTRODUCTION

The Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program is a four-year program funded by the United States Agency for International Development (USAID) and implemented by Development Alternatives, Inc. (DAI). USAID awarded DAI the PROGATI contract in October 2007; it is currently planned to conclude in September 2011.

To ensure successful implementation of PROGATI, DAI has partnered with the Academy for Educational Development (AED), the International Research and Exchanges Board (IREX) and Overseas Strategic Consulting (OSC). Locally, partnerships have also been formed with the Bangladesh Enterprise Institute (BEI), the Institute of Governance Studies (IGS/BRAC), Democracy Watch and the Bangladesh Parliament Secretariat. The PROGATI program will collaborate with other local organizations through competitive grants and subcontracts.

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).

## 2. STRATEGY DEVELOPMENT

Beginning in October and continuing through December 2007, PROGATI held numerous discussions with USAID and local organizations and individuals to review the appropriateness and relevancy of the strategy put forward in the original program proposal of August 2007. While the major thrust of the original strategy proved valid, these discussions nonetheless helped to clarify and strengthen some of the finer points of the overall approach and methods used to implement the strategy. A summary of the overall program strategy and implementation approach is presented in this section.

### 2.1. PRINCIPLES AND OBJECTIVE

The PROGATI strategy comprises 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.

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, civil society organizations and media groups together and building trust and confidence between them are goals not quickly nor 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 objective of PROGATI is to *promote principles of accountability, transparency and responsiveness to decrease the level of corruption*. It will focus effort and resources on four main thematic areas:

- Parliament: strengthen parliamentary oversight capacity;
- Public Institutions: strengthen public institutions oversight capacity;
- Media: strengthen media to serve as an effective public watchdog; and
- Civil Society: strengthen civil society to support and promote anti-corruption reforms.

## **2.2. BUILDING LEADERSHIP CAPACITY**

To effectively support reform processes and promote fair and just governance, we must understand the systematic failures caused by corruption (and which also cause corruption), and take action to treat not the parts but rather the whole system. Effective action requires strong leadership; unfortunately countries facing systemic corruption also typically suffer inadequate leadership capacity for reform. Activities to build the capacity of local leaders both in government and civil society will proceed throughout the contract period, and involve men, women and youth. Formal training events and field-based mentoring will prepare participants to assume greater responsibility for and control over their actions, and increase their capacity to empower and develop their communities (i.e., civil servants, journalists and members of civil society organizations).<sup>1</sup>

To encourage the building of relationships, leaders from all groups will participate in planning, management and training events together in order to develop a common mental framework for reform and change. Participants will expand beyond the normal civil society representative and government official to include leaders of local women's organizations, youth and student groups, and other highly regarded and respected individuals.

## **2.3. ENGAGING WOMEN AND YOUTH**

Engaging women and youth in PROGATI is critical to its overall success, and to the sustainability of anti-corruption efforts in Bangladesh. Women and youth will be introduced to and become active participants in PROGATI, and more broadly in the national anti-corruption process underway in Bangladesh through leadership and capacity building activities.

Through PROGATI, women and youth will learn simple, practical ways to work more effectively with their peers, to empower themselves and to take responsibility for their own successes and failures. These lessons will be learned through formal training events and by participating in program activities, including debates on governance issues, the design and development of the Independent Center for Investigative Journalism (Independent CIJ), women/youth leadership forums, and technical training on budget formulation and analysis. PROGATI will not simply deliver benefits to women and youth, but rather it will seek to actively engage them in program activities, and increase their ability to overcome problems and take advantage of opportunities. It will challenge existing gender and age divisions of labor, tasks, responsibilities and opportunities.

## **3. YEAR 1 WORK PLAN**

On 15 November 2007, DAI presented to USAID the first draft of the Year 1 Work Plan. Following discussions with USAID on the contents of the draft, a second version was presented to USAID on 2 December 2007. DAI submitted the final draft on 19 February 2008. USAID formally

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<sup>1</sup> In this context, "community" refers to a group of people bound together by shared social, economic or spiritual needs, goals and aspirations. It encompasses political groups, government institutions, civil society organizations, and professional associations.

approved this version on 7 April 2008 (the USAID/CTO had given verbal approval in late February).

In its final form, the Year 1 Work Plan presents the overall PROGATI strategy and implementation approach (presented in Section 2 of this report), as well as activities and associated outputs planned for the first contract year. Implementation of the plan will proceed in three concurrent stages: preparation, leadership strengthening and capacity building, and institutional development and program implementation.



PROGATI partners discuss program strategies and plans, PROGATI Office, Banani, Dhaka

### 3.1. PREPARATION AND BASELINE STUDIES (MONTHS 1 TO 6)

In the first months of Year 1—the reporting period presented in this report—PROGATI prepared the groundwork for future activities. Key activities included a range of consultations with local organizations, political and civil society leaders and other donors active in the thematic area; informal surveys and analyses to increase PROGATI and partner organization understanding of the issues and challenges facing the program; and planning sessions to map in greater detail the direction that the program and its specific components will take in the first year.

Much time and effort was spent with staff and partners during the reporting period to ensure they had clear and common understanding of why and how the various PROGATI components will work together to achieve common goals. Finally, administrative tasks required to start the program were completed, including office setup, recruitment, staff team building exercises and development of internal guidelines, policies and procedures (presented in Section 6).

Baseline assessments and surveys designed and implemented during the reporting period include:

- Assessment of potential institutional hosts of the Independent CIJ, conducted by Drusilla Menaker of IREX. The output of this assessment was a recommendation for host of the center (see Section 5.2 for more on this issue).
- Informal assessment of local media training organization interests and capabilities, conducted by Drusilla Menaker of IREX. This initial assessment laid the foundation for a more detailed assessment to be undertaken by the Independent CIJ once it is established. An institutional assessment tool developed by PROGATI will also help in this regard.
- Assessment on Parliamentary budget analysis needs and priorities, by Elinor Bachrach. The result of this assessment was recommendations on the formation and operation of the Parliament Budget Analysis and Monitoring Unit (BAMU). On 30 March she met with the Parliament Speaker and Secretary to present the main results of her meetings and to provide recommendations on the BAMU. Her report was well received by the Speaker who offered his complete support for implementation of the recommended plan of action.
- National baseline survey on perceptions and knowledge of corruption, by ACNielsen (on-going). The objective of this survey is to uncover and provide a clear understanding of citizens' perceptions and knowledge of corruption across society and their day-to-day experiences with corruption. It will provide reliable comprehensive benchmark data that PROGATI can use to gauge program progress and impact. This baseline data will be compared with similar data that PROGATI will collect at regular intervals throughout the program period. Data collection is scheduled to be completed in May, with results disseminated in June 2008.

- Media Sustainability Index (MSI), by PROGATI partner IREX. This activity will bring together a panel of experts drawn from representatives of local media, civil society and media-development implementers. The panel will assess themes that shape a successful media system: free speech, professional journalism, plurality of news sources, business management and supporting institutions. Plans were completed in March for this event, to be held in late April 2008. The event will be conducted in following years to allow PROGATI to assess change in the sector over time.

### **3.2. LEADERSHIP STRENGTHENING AND CAPACITY BUILDING (MONTHS 4 TO 10)**

After establishing operations, PROGATI began its search for key leaders in civil society, government and the media that might serve as advisors to and champions for the program throughout the contract period. As an initial step, leaders were drawn from the key local partners that will help implement PROGATI activities (IGS/BRAC, BEI, Democracy Watch and the Bangladesh Parliament). Initial leadership roundtable discussions were conducted on program content and objectives, soliciting feedback on its design and direction.

As this initial core group of leaders was formed, PROGATI began efforts to expand the leadership circle to include additional persons able to guide the development and implementation of future activities. PROGATI held discussions and consultations with representatives of local civil society organizations and business associations to gauge their motivation and enthusiasm for involvement in PROGATI activities. Roundtable discussions, short training events, and workshops planned for the coming period will prepare these persons for roles they will play in the PROGATI program, and in leading efforts to improve local governance practices. Section 5 presents more information on PROGATI leadership and partnership development activities.

During the reporting period, PROGATI also began work to improve the capacity of its key partners. Partners nominated representatives of their staff to participate in gender, human resource development, and monitoring and evaluation working groups. Participants in these groups will receive training and mentoring in their thematic area, and apply these new skills in the development of standard policies and procedures for the PROGATI program. In the coming period, capacity building efforts will extend to partner management and financial staff to ensure a holistic approach to institutional strengthening of PROGATI partners.

### **3.3. INSTITUTIONAL DEVELOPMENT AND PROGRAM IMPLEMENTATION (MONTHS 5 TO 12)**

In the coming period, PROGATI will conduct assessments of partner capacity that will reveal their strengths, weaknesses and priorities for improvement. As PROGATI gains understanding of the institutional requirements of its local partners, it will support staff training and the improvement of internal systems of administrative and financial control. Training events and workshops will be conducted that focus on issues of transparency and accountability, and on approaches to ensure organizational sustainability and which facilitate expansion.

During the reporting period, the Chief of Party (COP), Component Managers and Grants Manager conducted intensive planning discussions with partner organizations and local experts for work to occur in the coming months. Discussions proceeded on work in each of the PROGATI components, and sub-contracts were prepared for submission to USAID, for review and approval. A summary of these and other Year 1 tasks and planned outputs is presented in the Appendix.

## **4. PERFORMANCE MONITORING PLAN**

After receiving USAID approval of the Work Plan in February, PROGATI began to prepare its Performance Monitoring Plan (PMP). The PMP is an integrated approach for collecting and analyzing data to facilitate the making of decisions by management and technical specialists. The PMP will help PROGATI answer not only questions regarding who is receiving and how they are using program resources, but, more important, whether program activities facilitate intended impact. It will integrate quantitative and qualitative data, thereby facilitating a broad analysis of progress and enriching our understanding of the impact of PROGATI actions.

Monitoring indicators presented in the PMP will be reviewed annually to ensure they remain appropriate, measurable, and efficient. PROGATI is in the process of establishing annual and life of program targets for all output and impact indicators. As data are collected overtime, managers and technical experts can analyze the data to demonstrate trends in program progress and achievement. Sources of information include 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 will gather perspectives and triangulate input from a variety of sources. This generates a realistic impression of the positive and negative impacts of PROGATI activities.

The monitoring and assessment (M&A) system is designed to operate effectively and efficiently, channeling important information quickly to program managers and technical experts. The focus is on learning and applications of lessons to future activities. It aims 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 gain deeper understanding of the impact of their actions, and uncover information and identify alternatives which facilitate the making of better decisions. By encouraging reflection and observation, the M&A system helps us maintain focus on our larger objectives—the “big picture”—and helps ensure that our actions and beliefs are in line with reality.

## **5. PARTNERSHIP DEVELOPMENT**

### **5.1. MEETINGS AND EVENTS WITH KEY PARTNERS**

In November 2007 PROGATI began to hold meetings with key partners to introduce them to program objectives, expected results and implementation approach. These meetings, held individually with each partner, aimed to generate support and buy-in to the PROGATI program.

On 13 February 2008 PROGATI brought together all local partners for a start-up meeting at the PROGATI office. At this meeting, the COP presented an overview of the program, and described in detail the implementation approach and expectations. The USAID/CTO presented USAID expectations for the program, emphasizing the importance of PROGATI to the U.S. Government. He highlighted the opportunity being presented to the partners, to be part of something that could have a large and long-lasting impact on social and economic development in Bangladesh. He also stressed that PROGATI was not simply another development project, another way for partners to keep their operations going. Rather, PROGATI is a program that would require commitment and investment beyond the norm if its objectives are to be fully achieved. Due to limited seating at the PROGATI office, only two representatives of each partner organization were able to attend the meeting. To ensure broad understanding of the PROGATI program among partner staff, all participants of the 13 February meeting agreed to host subsequent meetings at their offices.

PROGATI held meetings at each partner office during February and March:

- Democracy Watch, on 25 February;
- Bangladesh Enterprise Institute, on 4 March;
- Institute of Governance Studies, on 10 March; and
- Bangladesh Parliament Secretariat, on 11 March.

As was done at the 13 February meeting, the COP presented an overview of the program, and described in detail the implementation approach and expectations. Representatives of each partner organization attended each of these meetings, to present to the host audience a brief statement of their work and how they might contribute to PROGATI. An average of about 25 persons attended each meeting.



PROGATI partners listen to a presentation of program strategies and plans at the Bangladesh Parliament

The meeting at the Parliament Secretariat was particularly noteworthy. Additional Secretary ABM Nur Uz Zaman chaired the discussion. The COP briefed the audience on the PROGATI program and Anwarul Islam, Deputy Secretary for Planning and Development, Parliament Secretariat, introduced the role and planned activities of the Parliament Secretariat within PROGATI. More than 15 staff of the Parliament Secretariat attended the meeting, heard the presentations and discussed various aspects of the program. Representatives of other PROGATI partners were also present at this meeting. Taleyah Rehman, Democracy Watch Executive Director, remarked after the meeting that it was the first time she actually sat at the table with Government officials as a "partner" in a program like PROGATI—she had looked in from the outside, but never "sat at the table" as she did that day. After five introductory meetings, the PROGATI partners began to have clear understanding that PROGATI really would be different than other projects, with higher expectations of involvement, commitment and investment.

On 12-13 March 2008, PROGATI conducted its first technical workshop for all partners. The event was hosted by Democracy Watch, and led by PROGATI staff members Amita Dey and Naheed Sultana, supported by Darcy Ashman (of PROGATI partner AED, on STTA). The theme of the event was strengthening networks and alliances. Each partner sent 4-5 representatives to participate in the workshop. Feedback from the participants indicated that the theme was relevant to the work of each partner organization, and that the trainers provided participants with useful information and



Dr. Manzoor Hasan, IGS/BRAC, presents his views to PROGATI partners, IGS/BRAC Office, Dhaka

examples that they can draw upon in their work. Participants requested that we have more activities like this in the future, to expand their skills and experience on a range of technical subjects. In addition to developing the skills of participants, the event served to bring the partners closer together as a team, helping them to see more clearly the commonality of their goals and aspirations. Such team building is essential early in PROGATI and will

provide a firm foundation upon which to build in the months to come.

PROGATI brought together partner organizations on 18 March 2008 for the first of many working meetings with ACNielsen on the national baseline survey on citizens' perceptions of corruption (see Section 3.1. for more details on this survey). Meetings during the reporting period focused on the themes and issues to be investigating through the survey; questionnaire development; and field testing of the questionnaire. Discussions at each meeting were lively and included a wide range of issues, and brought out the various experiences and priorities of each of the partners. In addition to advancing the development of the survey, the meetings also served to bring the partners closer together as a team, helping them to understand each other more clearly, and to see the commonality of their goals and aspirations. Such team building is essential early in PROGATI and will provide a firm foundation for work in the months to come.

## **5.2. INDEPENDENT CENTER FOR INVESTIGATIVE JOURNALISM — SEARCH FOR A HOST**

In January 2008, PROGATI launched an assessment of needs and priorities among media professionals and a search for an organization to host the Independent CIJ (the assessment and search ran concurrently). The initial assessment and search was conducted by Drusilla Menaker of IREX. She held meetings with more than 50 news managers and journalists at newspaper, radio, television and on-line outlets; managers of NGOs focused on media, democracy and governance; journalism educators at university mass communications departments; directors and their teams at the state media training institutes; leaders of media professional associations; a media lawyer and others. Consistent throughout these meetings was the request that the Independent CIJ be truly independent. Comments from meeting participants suggest a two-track approach: training and mentoring, and support to fellows conducting investigations. The range of ideas or activities that might be addressed by the Independent CIJ, as suggested by meeting participants, includes:

- A “go-to” place for journalists interested in professional development;
- Systematic and long-term approach to development in the sector;
- Address professional skills for investigative journalism, regardless of the subject area (that is, avoid strict adherence to only, for example, reporting on the environment or on corruption);
- Provide services (training, equipment, and access) that will attract and invigorate younger journalists;
- Provide services not only for reporters but also photographers, camerapersons, designers, and video editors;
- Include an internet center in the Independent CIJ design;
- Expose journalists to international media through a well-supplied reading room;
- Provide opportunities for teleconferences and distance learning;
- Offer fellowships of varying length (one week, one month, six months), with awards based on the quality of ideas, investigative plans and expected output;
- Provide infrastructure support to journalists and fellows; and
- Hire highly professional and transparent management, without conflicts of interest or favoritism.

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

A total of 15 organizations were interviewed and ranked according to data collected against these criteria. While no organization stood-out as the preferred candidate, consensus was reached on a short-list of three potential hosts: Management and Development Resources Initiative (MDRI), Drik/Pathshala, and the Mass Communication and Journalism Department of Independent University. The selection process, organizations included in the search, and recommended finalists were presented to USAID at the PROGATI office on 31 January 2008.

At this meeting with the USAID/CTO, it was agreed that PROGATI would include IGS/BRAC in the short-list, and hold more detailed discussions with each short-listed organizations and with media professionals on their views of short-listed organizations. This would provide PROGATI with a more nuanced assessment of each organization and their suitability to host the Independent CIJ. It was agreed that the preferred host would be selected by the end of March 2008. (Refer to Drusilla Menaker's Trip Report for more information on the first stage of the selection process.)

On 13 March 2008 PROGATI presented an update of this final round of the search to the USAID/CTO. At this meeting, IGS/BRAC was put forward as the lead candidate. However, it was agreed that the search process should be allowed to run its course to ensure a transparent and accountable selection of the host.

PROGATI concluded the search process the week of 23 March, selecting IGS/BRAC as the most suitable candidate for this important role. The COP informed USAID in writing of the selection on 31 March 2008, and of his schedule to present this opportunity Manzoor Hasan, Director of IGS/BRAC, for his consideration on 3 April 2008.

## **6. ADMINISTRATIVE START-UP TASKS AND OUTPUTS**

Christy Ramstack, DAI Start-up Team Specialist, arrived in Dhaka on 6 October 2007 to initiate operations. She established a temporary office and completed priority administrative tasks, including opening a bank account; establishing relations with lawyers, accountants and a human resources firm; and locating permanent office space. Jeremy Kanthor, DAI Technical Backstop, arrived in Dhaka on 18 October to hold meetings with key partners and help with staff recruitment.

Key personnel arrived in Dhaka shortly after the start-up team: Johannes Go, Grants Manager, arrived on 20 October and David Pottebaum, COP, arrived on 1 November. A post-award briefing was held with USAID on 1 November 2007. DAI staff members were engaged in range of start-up tasks during the reporting period. The more noteworthy tasks and outputs are presented below.

*Office set-up.* A suitable building was located in Banani in October, and a lease was signed in November 2007. Substantial upgrades to the premises began in November, including complete electricity and plumbing overhaul, painting, and floor polishing. PROGATI moved into the office on 9 December 2007. Office rehabilitation and set-up continued through the end of February 2008.

*Operations and Administrative Manuals, Policies and Procedures.* To ensure efficient and effective program management, PROGATI developed several manuals in the reporting period, including a Personnel Manual, Finance and Administrative Manual and Grants Administration Handbook. Each of these documents present policies and procedures consistent with DAI's institutional policies, USAID and US Embassy policies, and the labor code of Bangladesh. Scopes of Work (SOW) for all PROGATI

positions were drafted, reviewed with staff and finalized for use. The COP will review these statements annually to ensure they remain relevant and appropriate.

With the assistance of Darcy Ashman, AED Senior Program Officer, PROGATI drafted a Gender Policy to guide the program in this regard. The draft is under review, and will be finalized in April 2008. The review includes identification of specific areas of program manuals and checklists where suitable guidance should be inserted.

*Recruitment and Hiring of Staff.* Recruitment efforts began in September 2007 and picked up pace in October with the arrival of DAI staff in Dhaka. Four persons joined PROGATI in November: Office Manager, Field Accountant, Administrative Assistant and Finance and Administrative Manager. By February 2008, most positions had been filled. PROGATI achieved a positive gender balance in its staffing profile, with half of all senior and junior administrative and technical posts filled by highly qualified women. Achieving a gender balanced staffing profile took time, requiring two and in some cases three recruiting cycles to find suitable female candidates. Excluding support staff (guards, drivers and receptionist), the staffing profile comprises 17 posts. At the end of the

**TABLE 1. SHORT-TERM ASSIGNMENTS, OCTOBER 2007 TO MARCH 2008**

Name	Title	General Scope of Work	Period in Bangladesh
Christy Ramstack	Start-up Team Specialist	General Start-up, including staff recruitment and training, establishing financial systems and bank accounts, and locating an office compound.	6 Oct to 5 Nov 07
Jeremy Kanthor	Technical Backstop	Technical Start-up, including meetings with USAID to initiate work plan development, meetings with local partners to initiate project and sub-contract development, assist in recruiting technical staff	16 Oct to 8 Nov 07
Darcy Ashman	Senior Program Officer (AED)	Design of Civil Society Component Year 1 Work Plan, finalize personnel arrangements for PROGATI-AED CCN staff and accounting consultant.	25 Oct to 5 Nov 07
Steven Siegel	Finance Trainer	Financial systems set-up, including drafting of the Finance and Administrative Manual; training of finance staff.	28 Nov to 12 Dec 07
Mande Coulibaly	Project Network Administrator	IT installation, internet configuration, set-up local area network.	3-17 Dec 07
Jeremy Kanthor	Project Technical Backstop	Provide oversight and guidance to ongoing technical activities during the absence of the Chief of Party, including survey design, preparation of component assessments, and finalization of local sub-contract content.	22 Dec 07 to 11 Jan 08
Drusilla Menaker	Senior Media Advisor (IREX)	Determine appropriate scale and scope for the Independent CIJ and identify a potential partner to host the Independent CIJ; produce a roadmap for Media Component Year 1 activities.	17 Jan to 7 Feb 08
Darcy Ashman	Senior Program Officer (AED)	Provide technical expertise in strengthening civil society networks and coalitions, assist staff to finalize Year 1 Civil Society Component Work Plan, facilitate the development of a PROGATI gender strategy; develop a method for assessing the human resource development needs of local partners.	7-22 Mar 08
Sonja Wolfe	Senior Business Analyst/TAMIS	Customize TAMIS to ensure it meets PROGATI information and reporting needs; train staff in TAMIS use and maintenance, produce a Help Guide/Manual that provides detailed instructions for TAMIS use and training materials	8-31 Mar 08
Elinor Bachrach	Budget Analysis and Monitoring Unit Advisor	Examine options available to PROGATI in the development of the BAMU, including the appropriate scope of functions to be carried out by the BAMU and resources required to accomplish this; and develop an implementation roadmap for PROGATI to develop such a unit over the duration of the program.	15 Mar to 1 Apr 08
Shiranee Paul	Senior Contracts Administrator	Establish processes and procedures for designing grant and sub-contracts; assist 3 local organizations to understand the subcontracting process and assist with negotiation of their agreements.	14 Mar to 4 Apr 08

reporting period, half (7) of the posts were filled by women. PROGATI is in the final stages of hiring individuals for 2 of the 3 remaining posts; both of these candidates are female. This implies that 9 of 17 posts will be filled by women.

*IT and MIS system set-up.* In December 2007, Mr. Mande Coulibaly, DAI Project Systems Administrator, arrived in Dhaka to install computer hardware equipment and software applications, and configuring internet connectivity and a local area network at the program office. In March 2008, Ms. Sonja Wolfe, Sr. Business Systems Analyst, arrived in Dhaka to establish the PROGATI Technical and Administrative Management Information System (TAMIS).

In support of these and other start-up activities, PROGATI employed a number of specialists on short-term assignments during the reporting period (see Table 1).

## **7. CHALLENGES**

As is the case at the start of any new and complex program, PROGATI faced a number of challenges during the reporting period. Some of these are temporary, and relate only to the start-up phase. Others will have a more long-lasting presence and impact. The most significant challenges faced in the reporting period are presented below.

### *Recruiting staff and obtaining a gender-balanced profile*

In all projects it manages, DAI strives to achieve and maintain a gender-balanced staff profile. At the outset, USAID expressed strong desire to have a gender-balanced staff for PROGATI. This sentiment was emphasized by USAID at several meetings in the early months of the program. While DAI did achieve this goal, locating and recruiting highly skilled female candidates required two recruitment cycles; for the Public Institutions Manager and Associate Grants Manager posts, three cycles were required (these are on-going efforts). The result was not only a gender-balanced profile, but also a very strong and highly qualified group of technical and administrative staff. At the same time, the long period taken to locate, interview, recruit and hire staff (whether male or female) caused some delays in program implementation. Most importantly, the length of time taken to hire technical staff (the first Component Manager started work in February; the M&E Manager in March) caused delay and difficulty in developing the Work Plan and PMP, and in the implementation of planned activities. Nonetheless, in the long-run the benefit of having a strong, gender-balanced staff profile will outweigh the short-term costs of these delays.

Adjustments to implementation plan: Due to the length of time needed to fill the staffing profile, some tasks were delayed in the current semester. This may lead to delays in associated activities in the coming semester (see Appendix 1)

### *Ensuring partner understanding of their role and responsibility*

For most local CSOs, work with large donor agencies and implementing organizations like DAI is very project and activity oriented. Contracts comprise discrete tasks, are narrow in focus, and have one clear implementation cycle. Decisions on strategy and policy are made by the lead organization. What PROGATI requires and is asking of its partners is different from this. To be successful, PROGATI needs a deeper commitment from and more active involvement of its partners in all stages and aspects of the program. Having partners closely involved in forming and guiding the direction of the program from the beginning will help ensure that program outcomes and impacts are sustained beyond the life of the PROGATI contract. Bringing government representatives to the table as real partners with CSO representatives is another novel aspect of the program for partners, something they have not experienced previously. Early meetings with partners made it clear that, while it is easy to say “PROGATI is not just another project”, it will take time for partners to fully understand their new roles and responsibilities. Time is also required for

PROGATI to show its partners that it means what it says in this regard—actions will speak louder than words.

Adjustments to implementation plan: Understanding will come over time, and with continued re-enforcement of the idea that PROGATI expects more from its partners than the typical project. Having partners involved in a broad range of tasks throughout the program cycle will require patience and may slow implementation in the early stages of the program. With strengthened skills and more experience, it is hoped that partners will accelerate work in the later stages of PROGATI.

*Contracting for work with partner organizations*

As noted earlier, PROGATI expects its partners to help formulate and guide the program from the outset. With this in mind, the COP and Component Managers solicited the opinions and guidance of its partners on the specific technical needs and approach required in each Component. That is, PROGATI did not simply go to the partners with a list of tasks for them to perform; rather, we entered into dialogue with them to discuss, draft and finalize SOWs for their initial technical engagements in PROGATI. In addition, PROGATI brought partners together to work jointly on their SOWs (and how they might work with each other in implementing the SOWs; most notably IGS/BRAC and the Parliament Secretariat). This required more time than was planned for, but has resulted in more informed SOWs and clearer understanding by partners of their responsibilities not only in regards to the SOW but also within the broader PROGATI program. The process also provided insight into partner technical and administrative development requirements.

Adjustments to implementation plan: PROGATI will continue to invite partners to assist closely in the development their SOWs, but will allow for more time for the process to take its course. Overtime it is expected that partners will adjust to this approach and the time required will diminish.

*Lack of public institution counterpart (i.e., government ministry)*

Without a signed MOU between USAID and the Bangladesh Economic Relations Division (ERD), PROGATI has been unable to take steps necessary to define its public institutions counterpart(s). As most Work Plan tasks in this Component are scheduled for the coming semester, this issue has not yet caused significant implementation delay. However, the necessary steps to select ministries to work with, build relations with them, and gain understanding of their policies, processes and procedures must precede implementation of tasks outlined in the Work Plan. As a result, it is foreseen that there will be delays in conducting activities in Component 3 in the coming semester.

Adjustments to implementation plan: when the MOU is signed with ERD, PROGATI will revisit the Component 3 Work Plan with the USAID/CTO and make adjustments as necessary. As possible and appropriate, work will proceed within the Component as the MOU is prepared for signature (e.g., some activities with the Comptroller and Auditor General Office are possible, particularly in regards to their work and relations with Parliament).

*Contracting for and preparation of the national baseline survey*

To ensure transparency in the selection process, DAI conducted a full and open solicitation of proposals for implementation of the national baseline survey on perceptions of corruption. As the first such process conducted by PROGATI staff members, time had to be spent training staff on proper procurement procedures and documentation practices. In addition, 16 proposals were received, each of which required thorough review by the selection committee. This process took more time than expected, but provided a clearly justified candidate firm to implement the survey.

As this survey is breaking new ground in terms of themes under investigation, there was little experience to draw upon in formulating the questionnaire (i.e., there were no questions or approaches to consider from similar surveys conducted in the past). In addition, PROGATI used the questionnaire formulation exercise as a tool to bring partners together on a “technical task” in

order to draw on their experience, to build relations and create a team spirit among the participants. These factors added length to the discussions on the questionnaire. Nonetheless, the extra time spent strengthened the questionnaire and brought partners closer together.

Adjustments to implementation plan: PROGATI will use a full and open competition approach in future procurement efforts, to ensure transparency and accountability. With experience, selection committee members will complete the necessary review process more quickly. PROGATI will also continue to invite partners to assist with surveys, but will allow more time for survey design tasks.

*Balancing the need to deliver outputs set forth in the work plan with the need to proceed cautiously*

The PROGATI program is ambitious in its scope and in its expected results. It will take the full contract period to achieve its goal of reducing the level of corruption in Bangladesh. This implies a need for quick, well planned and executed action, as illustrated in the Year 1 Work Plan. At the same time, building coalitions, strengthening skills and changing habits built over generations will not be accomplished overnight. Patience, mentoring and continued support are needed to help stakeholders in their work to curb corruption. PROGATI must proceed slowly as it comes to understand the incentives that perpetuate corruption; taking action too quickly, without full knowledge of the environment we seek to change, could result in serious consequences for the program. Striking a balance between quick action and cautious programming will be a challenge for all staff members to the end of the program.

Adjustments to implementation plan: PROGATI staff members will have to learn quickly what works and what does not, so that the proper pace of action is maintained at all times. They will also need to understand the social geography in which we work; who are the key players, how might we connect them, how do we expand the network of champions for reform. Staff will also need to plan according to their recent experiences, applying lessons learned to future activity schedules. This will help to ensure that our plans and expectations are in line with reality.

## **8. FINANCIAL SUMMARY**

The PROGATI contract budget ceiling is \$18.19 million. Approximately \$8.48 million is for local sub-contracts and grant activities. A total \$2.72 million had been obligated to the contract as of March 2008; \$760,618 of this amount were expended during the reporting period (28 percent of the obligated amount). Average monthly expenditures during the period October 2007 to March 2008 were \$126,770.

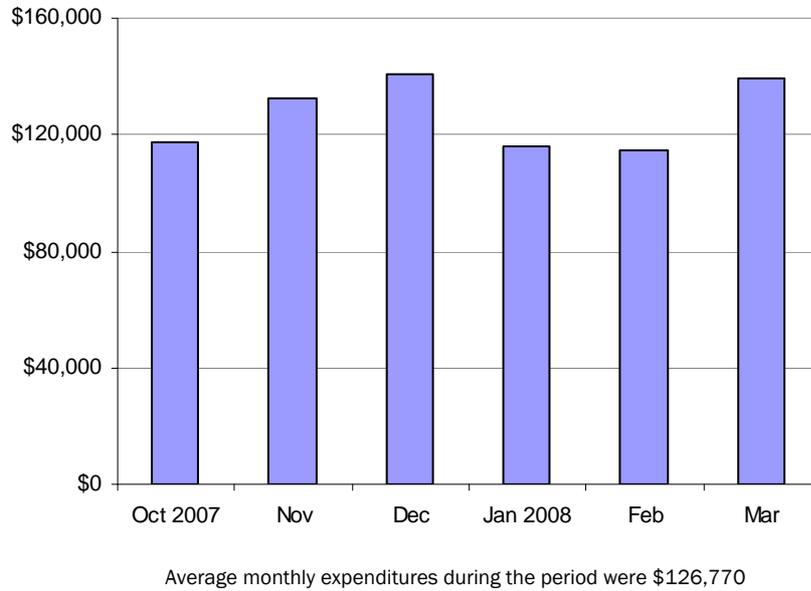
During the reporting period, DAI expenditures were relatively consistent across Components as many costs were for start-up procurement and associated expenses. This is true especially for the period October-December 2007. Such expenses include labor for start-up and administrative specialists, procurement of IT equipment, and office rehabilitation costs.

In contrast, in the latter half of the reporting period technical activities increased within some Components. In particular, in the Civil Society Component, the Civil Society Component Manager began work and Darcy Ashman arrived in Dhaka in March to provide short-term technical assistance in the sector. Although not captured by the financial data of this reporting period, the Parliamentary Component also saw an increase in technical activity in February and March with the hiring of the Component Manager and the STTA of Elinor Bachrach for work in this sector.

It is important to note that overall expenditures remained modest through the period as grant and sub-contract activities have not yet begun. As a result, the majority of expenditures within

Components is for workdays ordered. At the end of reporting period, the ratio of expenses for workdays ordered to other costs was about 55:45.

**FIGURE 1. MONTHLY TOTAL EXPENDITURES**



**USAID PROGATI – Year 1 Work Plan, October 2007 to September 2008**  
**Component 1: Media — Strengthen media to serve as an effective public watchdog**

ID	Expected Result and Activity	Output (Potential Partner for each ER)	Q4 07			Q1 08			Q2 08			Q3 08			Status March 2008
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1	<b>ER 1.1: Establish a functioning Independent Center for Investigative Journalism</b>	<b>Potential Partners: MDRI, Drik/Pathshala, Independent University, IGS</b>													
2	Compile list of potential institutional hosts, assess capacity, submit recommendations to USAID	Report, presenting analysis of partners with recommendations													Complete; STTA (D. Menaker) Report
3	Discussions with journalists to assess needs	Report, presenting priority needs													Complete; STTA (D. Menaker) Report
4	Select Host for CIJ and hold initial start-up meetings	CIJ host selected, plan for initial activities (see ID 5)													Complete; host selected, first meetings in April 2008
5	CIJ organization and institutional development consultations	Partner agreement; CIJ mission, vision statements; annual operating budget; HR plan; infrastructure plan													On-going; STTA planned for June
6	Develop training plan for core CIJ phase 1 curriculum, pilot modules	Training plan													N/A
7	CIJ draft sustainability plan, including fund raising milestones	Sustainability plan													N/A
8	Procure and install infrastructure and equipment	Infrastructure and equipment installed													N/A
9	<b>ER 1.2: Increase media capacity to report on transparency and corruption issues</b>	<b>Potential Partners: Media outlets (many), MDRI, BCDJC, BNNRC, MMC and Center for Women Journalists</b>													
10	Meet local media training institutions to assess interest and capabilities	Report, presenting analysis of institutions with capacity statements													Informal assessment complete; STTA (D. Menaker) Report; formal assessment by ICJ next semester
11	Meet local journalists to determine training interests and needs	Report, presenting priority needs													Complete; STTA (D. Menaker) Report
12	Develop list of potential training topics and initial core modules	Training topics and 1 curriculum													N/A
13	Draft and publicize RFP(s) for media capacity grants, select organizations, finalize grant/sub-contract awards	2 grants/sub-contracts in negotiation to build media capacity													N/A
14	Implement media capacity building grants/sub-contracts	1 grant or sub-contract on-going; 2 training courses, 20 persons participate per course													N/A
15	<b>ER 1.3: Increase media capacity to advocate for legal reform and freedom of information laws</b>	<b>Potential Partners: Kamal Hossain &amp; Associates (K.M. Tanjib-Ul Alam), other law firms/lawyers, media outlets</b>													
16	Media Sustainability Index tasks conducted	MSI													On-going; activity planned for 30 April, results disseminated in May 2008
17	Analysis of media regulation reform initiatives, consultations with donors and key counterparts	Report, documenting reform plans and activities, matrix of organizations, key programs and reform areas													N/A
18	Grant/sub-contract to local partner to launch advocacy campaign	1 grant/subcontract; 1 advocacy campaign													N/A
19	Consult local lawyers regarding participation in international media lawyers network	List of participating lawyers													N/A
20	<b>ER 1.4: Increase Citizen Access to Improved Government Information</b>	<b>Potential Partners: Democracy Watch, various organizations (see Component 2)</b>													
21	Implement increased citizen access to improved government information through on-going PROGATI activities (see Component 2, ID 11, 18)	See Component 2, ID 11, 18													See Component 2, ID 11, 18
22	<b>ER 1.5: Improve dissemination of information by selected public institutions at national and local level</b>	<b>Potential Partners: Press Institute of Bangladesh, National Institute of Mass Communications</b>													
23	Develop curriculum on public relations	Curriculum (one unit)													N/A
24	Implement public relations training for press officers	1 training course, 10 persons participate													N/A

**USAID PROGATI – Year 1 Work Plan, October 2007 to September 2008**  
**Component 2: Civil Society and Citizen Participation – Strengthen civil society to support and promote anti-corruption reforms**

ID	Expected Result and Activity	Output (Potential Partner for each ER)	Q4 07			Q1 08			Q2 08			Q3 08			Status March 2008
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1	<b>ER 2.1.: Build new and strengthen existing civil society coalitions, networks, public-private partnerships</b>	<b>Potential Partners: DW, UDDIPAN, Child Parliament Forum, Shishu Adhikar Forum, Naripokkho, BITA</b>													
2	Meetings and discussions with existing alliances	Report on consultations with sectoral alliances													Meetings on-going, with alliances and NGOs (e.g., DW, SAP, Rupantar, UDDIPAN, Steps, Chittagong Social Development Forum and others); report in May/June
3	Workshops	2 workshops on budgeting and corruption issues, resulting action plans implemented													Links with ID 2; might be delayed to June
4	Grant design, competition and award	1 grant award to support alliance work on participation in budget activities													N/A (links with ID 3; might be delayed to June)
5	Grant implementation and technical assistance to selected alliances, tool development and testing	2 grant awards to 2 alliances to support efforts to increase awareness of corrupt practices; tools for clarifying budget processes/outcomes; specific outputs presented in grant award													N/A
6	<b>ER 2.2.: Build Specialized CSO watchdog expertise to monitor, analyze and publicize corruption</b>	<b>Potential Partners: DW, Rupantar, division level NGOs</b>													
7	Select partner to conduct division consultations	Partner selected, grant/sub-contract awarded													Partner selected, DW; IOC approved and signed, task order approved, waiting NGO Bureau approval
8	Develop methodology for division consultations; conduct consultations and present findings to USAID	Report on consultations													On-going with DW (draft methods being revised for use); consultations will continue through August; presentation to USAID in August
9	Select partner to facilitate Corruption Watch Network	Partner selected, grant/sub-contract awarded													N/A (links with ID 8; might be delayed to August)
10	Launch and support Corruption Watch Network	Network active; start-up workshop (1) with action plan implementation on-going													N/A (links with ID 8; might be delayed to August)
11	Launch RFP for division level program to monitor budgets, investigate corruption, develop scorecards; award grants (follow-on from division level consultations)	2 grant awards to 2 division level organizations													N/A (might be delayed to August)
12	Implement division level programs	Report on award activities; specific outputs presented in grant awards													N/A (might be delayed to August)
13	<b>ER 2.3.: Increase citizen understanding of an participation in developing and overseeing GoB budgets</b>	<b>Potential Partners: DW, BE Association, Center for Policy Dialogue, Unnayan Shamannay</b>													
14	Assess current methods used to monitor budget implementation	Report on methods and effective tools; tools available for PROGATI use													On-going
15	Assess data availability for Resource Allocation Tool	Report on data availability													N/A
16	Assess existing community level committees for relevance to budget oversight activities	Report with recommendations on existing capacity													N/A
17	Develop tools, reports and other mechanisms to monitor budgets	2 mechanisms developed													N/A
18	Fund adaptation and/or scaling up of appropriate community level committees to monitor budget	2 grant awards to local organizations (see ID 19)													N/A
19	Implement tools (etc.) through grants and subcontracts	2 grant awards to local organizations (see ID 18)													N/A
20	<b>ER 2.4.: Increase opportunities for citizen participation in and oversight of national government decision making</b>	<b>Potential Partners: Bangladesh Institute for Law and International Affairs (BILIA), Shujon, Step Towards Development, Sujon</b>													
21	Seek opportunities to contribute through other component/ER activities (see Component 1, ID 23; Component 3, ID 16 and 18)	See Component 1, ID 23; Component 3, ID 16 and 18													See Component 1, ID 23, ID 16 and 18

**USAID PROGATI – Year 1 Work Plan, October 2007 to September 2008**  
**Component 3: Public Institutions — Strengthen public institutions oversight capacity**

ID	Expected Result and Activity	Output (Potential Partner for each ER)	Q4 07			Q1 08			Q2 08			Q3 08			Status March 2008
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1	ER 3.1.: Expand reporting authority of Office of Comptroller & Auditor General (C&AG) beyond Parliament Public Accounts Committee	Potential Partners: C&AG, Public Accounts Committee, ACC, IGS, line Ministries (TBD)													
2	ER 3.2.: Increase effectiveness of C&AG procedures for oversight and operating systems	Potential Partners: C&AG (including internal training institute), IGS, line Ministries (TBD)													
3	Consultations with other donors, counterparts, champions	Report on activities of other donors and counterparts, key supporters of action under this ER												On-going; Component Manager report in progress, review of literature by BEI next semester	
4	Map C&AG functions	Report on functions, including recommendations for improving procedures and tracking audit reports												Planning (with BEI)	
5	Present recommendations to USAID on opportunities, effective methods/approaches	Recommendations on strengthening audit functions												N/A	
6	Commission/design action plan on strengthening govt audit capacity, disseminate results	Action plan												N/A	
7	Commission and implement short courses on auditing, governance and anti-corruption	3 Short courses; 10 persons trained per course (30 total)												N/A	
8	Evaluate line ministries for pilot projects, deliver recommendations to USAID, C&AG, ACC and Ministries	Evaluation report, including recommendations for scope and scale of pilot projects												N/A	
9	Functional review of pilot ministries, Launch pilot projects	Report on pilot ministries; sub-contract awards with specified outputs												N/A	
10	ER 3.3.: Strengthen policy formulation and implementation capacities	Potential Partners: IGS, line Ministries (TBD), BEI, Better Business Forum												No activities started; waiting for selection of partner ministries	
11	Assess monitoring and assessment bodies (financial ombudsman, control officers, etc.)	Report with recommendations on potential interventions												N/A	
12	Develop tools and curriculum for monitoring bodies, conduct training activities	Tools & curriculum; 2 training courses, 10 persons trained per course (20 total)												N/A	
13	Conduct short-course on policy development	1 Short course; 10 persons trained												N/A	
14	Conduct short-course on policy implementation	1 Short course; 10 persons trained												N/A	
15	Identify policy issues for public-private partnership	Report, presenting policy issues and associated action plan for partnership												N/A	
16	Implement public-private partnership pilot project, disseminate information on results and recommendations for follow-up	Citizen input into policy reform, lessons and recommendations for future partnerships												N/A	
17	TA on developing public institution internal communication policy, and follow-up	Internal communications policy; staff orientation												N/A	
18	TA on developing public institution public information strategies, and follow-up	Internal information preparation and dissemination policies; staff orientation												N/A	
19	ER 3.4.: Improve intra-governmental consultation and information	Potential Partners: Intragovernmental Working Groups, IGS, line Ministries (TBD)												No activities started; waiting for selection of partner ministries	
20	Assess existing intra-governmental working groups	Report with recommendations for interventions												N/A	
21	Provide support, as appropriate, to existing intra-governmental working groups	2 working groups identified and supported												N/A	
22	Promote communication between participants in PROGATI capacity building activities	2 government and CSO or Media joint events												N/A [on-going through partner meetings, Parliament and CSOs]	
23	Identify opportunities for intra-governmental consultation around key issues	Report and recommendations, presented in second Semi Annual Report												N/A	

**USAID PROGATI – Year 1 Work Plan, October 2007 to September 2008**  
**Component 4: Parliamentary — Strengthen parliamentary oversight capacity**

ID	Expected Result and Activity	Output (Potential Partner for each ER)	Q4 07			Q1 08			Q2 08			Q3 08			Status March 2008
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1	<b>ER 4.1.: Establish a functioning Parliamentary Budget Analysis Unit</b>	<b>Potential Partners: Parliament Secretariat and Members, IGS</b>													
2	Collect information on government budget process, current levels of budget analysis, and key champions of BAU	Report, including needs, opportunities and risk factors													On-going; Component Manager building library, writing report; STTA (E. Bachrach) on levels of budget analysis and supporters of BAMU
3	Interview Secretary, former MPs, existing National Assembly staff on budget analysis needs, assess budget analysis capacity outside Parliament	Report on user priorities and needs													On-going; STTA (E. Bachrach) on interviews; EOI activity to inform on capacity outside Parliament (April/May)
4	Conduct comparative study of models of parliamentary budget analysis	Report with issues to consider regarding BAU design													On-going; informal discussion with E. Bachrach; formal study not started
5	Draft recommendations for BAU scale, scope and development timeline	Report with specific recommendations for BAU design													Complete; STTA (E. Bachrach) report
6	Present BAU range of options to USAID and Secretary of National Assembly	Presentation, discussion, agreement on design plan													Complete; 30 March 2008 by E. Bachrach
7	Provide draft recommendations to USAID and Secretary of National Assembly for BAU staffing profile	Draft TOR presented for approval													Complete; 30 March 2008 by E. Bachrach
8	Train BAU staff, develop products and services for BAU, identify needs and procure equipment and infrastructure	2 training courses, 10 persons trained per course (20 total); basic service tools prepared; office established and functioning													In design stage with IGS and by EOI (April/May)
9	Investigate on-going orientation methods for new MPs, particularly in regards to budget analysis and monitoring	Orientation and outreach plan													N/A
10	<b>ER 4.2.: Increase Parliament capacity to influence national policy and budget priorities &amp; strengthen oversight capacities</b>	<b>Potential Partners: Parliament Secretariat and Members, IGS</b>													
11	Track key issues for entry points for work with future National Assembly committees	Report on key issues, with recommendations for interventions													On-going, report planned for June
12	Meet with Members and Staff of the National Assembly regarding Standing Committees	Report on standing committees, with recommendations for interventions													On-going, report planned for June
13	Review existing manuals, document and tool kits	Report with recommendations on effectiveness, appropriateness for use by PROGATI													N/A
14	Conduct study of Parliamentary Oversight mechanisms	Report, with recommendations for interventions													N/A
15	Prepare/present Draft recommendations on working with future Standing Committees to USAID	Draft recommendations													N/A

## USAID PROGATI – Year 1 Work Plan, October 2007 to September 2008 Leadership and Institutional Capacity Building Tasks

ID	Expected Result and Activity	Output (Potential Partner for each Task)	Q4 07			Q1 08			Q2 08			Q3 08			Status March 2008
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1	<b>Task 1: Leadership and Relationship Building Efforts</b>	<b>Potential Partners: DW, IGS, BEI, Parliament BAU, Line Ministries (TBD), C&amp;AG, ICIJ, respected individuals</b>													
2	Discussions and search for key leaders to serve as advisors and champions (senior leadership group); roundtable discussions on PROGATI with candidates	Senior leadership group formed													
3	Discussions and search for second-tier leaders to help guide development and implementation of future activities; working meetings on PROGATI plans and activities	Second-tier leadership group formed													
4	Convene first meetings with leadership groups, present PROGATI framework, discuss potential roles of leadership group	Report on meeting with clear roles and expectations of leadership groups; calendar of future activities through end 2008													
5	Draft and publicize RFP for leadership development activities, select organizations, finalize sub-contract award and/or recruit consultant to conduct leadership strengthening activities	1 sub-contract with an organization or individual for leadership strengthening activities													
6	Convene second meeting with leadership groups, discuss/ review program progress and impact	Report on meeting with observations and recommendations on future interventions													
7	<b>Task 2: Institutional Capacity Building Efforts</b>	<b>Potential Partners: DW, IGS, BEI</b>													
8	Discussions with Key Partners on internal institutional development needs and priorities	Report on needs and priorities													
9	Assessment of Key Partner management strengthening needs and requirements	Report on needs and priorities with recommendations on actions and potential implementing organizations													
10	Draft and publicize RFP(s) for management strengthening sub-contracts, select organizations, finalize sub-contract awards	2 sub-contracts for management strengthening activities													
11	Capacity building for managers and administrators of key civil society partners	4 training events with average 15 participants per training event, total 60 persons participate													

## USAID PROGATI – Year 1 Work Plan, October 2007 to September 2008 Administrative and Crosscutting Tasks

ID	Expected Result and Activity	Output	Q4 07			Q1 08			Q2 08			Q3 08			Status March 2008
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1	<b>Task 1: Establish office and recruit personnel</b>														
2	Lease, prepare and equip PROGATI Office	Office functioning, ready for business													
3	Develop PROGATI Finance and Administrative Manual (policies, procedures and methods), orient and train finance staff	Manual													Complete
4	Develop PROGATI Personnel Manual (policies, procedures and methods), orient and train finance staff	Manual													Complete; planned distribution in April, training on-going
5	Consult with lawyers, develop PROGATI employment agreements (LTTA, STTA)	Employment Agreements													Complete; planned distribution in April, training on-going
6	Establish PROGATI IT system	Functioning IT system													Complete
7	Recruit and hire personnel, provide orientation and training	All posts filled, initial orientation/training events conducted													Complete
8	<b>Task 2: Prepare for and implement grant and sub-contract program</b>														Complete except Public Institutions Component Manager, Assistant Grant Manager and Media Sector Support Officer (all due to be hired by May 2008); initial candidates declined offers
9	Customize DAI Grants and Sub-Contracts Manual, submit to USAID for approval	Grants and Sub-Contracts Implementation Guide, including standard forms and documents, selection criteria, checklists and budget rates													Grant Manual complete, submitted to USAID on 19 March; Sub-contracts handout in progress
10	Orient and train staff in DAI and USAID policies and procedures	1 training event, 12 staff participate													On-going
11	Develop grantee and sub-contractor handbooks	Grantee and Sub-Contractor Handbook													No progress to report; scheduled to be complete in May
12	Customize PROGATI TAMIS for grant and sub-contract data needs	PROGATI TAMIS functioning, facilitating and supporting staff work													Initial customization complete; data testing on-going
13	<b>Task 3: Prepare for and begin project monitoring and evaluation efforts</b>														
14	Develop detailed work plan with Component specialists, M&E manager	Detailed Year 1 Work Plan													Complete
15	Develop output and impact indicators with Component specialists, M&E manager	Output and Impact Indicators													Draft indicators prepared for submission to USAID in PMP
16	Develop Performance Monitoring Plan	PMP													Draft PMP prepared for submission to USAID
17	Customize PROGATI TAMIS for M&E tasks and requirements	PROGATI TAMIS functioning, facilitating and supporting staff work													Initial customization complete; data testing on-going
18	Design and conduct baseline survey on Perceptions of Corruption	Survey data collected													On-going. Data collection scheduled to be complete end May
19	Analyze Perceptions of Corruption survey results, report on results	Baseline Survey Report, baseline established													Analysis planned for end May and June, reporting planned for June.
20	Project monitoring and assessment on-going	Programmatic Reports and assessments													On-going
21	Design and implement additional surveys and assessments	Surveys and associated results and reports													Design on-going (media, private sector, gender planned for next semester)
22	First Semi-Annual Report, including financial report, submitted to USAID	Report													Complete (this report)
23	Second Semi-Annual Report, including financial report, submitted to USAID	Report													N/A

## **Appendix 2. Semi-Annual Expenditure Report**

**USAID PROGATI Program  
Summary of Expenditures**

	Expenditures				Amount Remaining
	Contract Budget	Total from Previous Report	1 Oct 07 to 31 Mar 08	Inception to 31 Mar 08	
<b>Workdays Ordered</b>	\$6,465,624.00	\$0.00	\$417,532.89	\$417,532.89	\$6,048,091.11
<b>Travel and Transportation</b>	\$550,860.00	\$0.00	\$65,025.74	\$65,025.74	\$485,834.26
<b>Equipment and Supplies</b>	\$300,856.00	\$0.00	\$91,941.29	\$91,941.29	\$208,914.71
<b>Subcontracts and Subgrants</b>	\$8,475,098.00	\$0.00	\$7,919.09	\$7,919.09	\$8,467,178.91
<b>Allowances</b>	\$570,564.00	\$0.00	\$88,779.14	\$88,779.14	\$481,784.86
<b>Participant Training</b>	\$150,000.00	\$0.00	\$0.00	\$0.00	\$150,000.00
<b>Other Direct Costs</b>	\$991,604.00	\$0.00	\$79,850.87	\$79,850.87	\$911,753.13
<b>G&amp;A</b>	\$681,270.00	\$0.00	\$30,349.80	\$30,349.80	\$650,920.20
<b>(Withholding)</b>		\$0.00	-\$20,780.85	-\$20,780.85	\$20,780.85
<b>Total</b>	<b>\$18,185,876.00</b>	<b>\$0.00</b>	<b>\$760,617.97</b>	<b>\$760,617.97</b>	<b>\$17,425,258.03</b>

Obligated Funds = **\$2,721,348.00**      Percent of Obligated Funds Expended = **28.0%**

Remaining Contract Budget = **\$15,464,528.00**      Percent of Contract Budget Obligated = **15.0%**

**USAID PROGATI Program  
Summary of Expenditures By Component**

	Expenditures	
	1 Oct 07 to 31 Mar 08	Inception to 31 Mar 08
<b>Component 1: Media</b>		
Workdays Ordered	\$97,246.97	\$97,246.97
Travel and Transportation	\$16,138.22	\$16,138.22
Equipment and Supplies	\$23,247.48	\$23,247.48
Subcontracts/Grants	\$0.00	\$0.00
Allowances	\$22,170.18	\$22,170.18
Participant Training	\$0.00	\$0.00
Other Direct Costs	\$20,048.71	\$20,048.71
G&A	\$7,425.98	\$7,425.98
<b>Subtotal</b>	<b>\$186,277.53</b>	<b>\$186,277.53</b>
<b>Component 2: Civil Society</b>		
Workdays Ordered	\$120,627.97	\$120,627.97
Travel and Transportation	\$16,432.11	\$16,432.11
Equipment and Supplies	\$23,186.02	\$23,186.02
Subcontracts/Grants	\$7,919.09	\$7,919.09
Allowances	\$22,199.69	\$22,199.69
Participant Training	\$0.00	\$0.00
Other Direct Costs	\$20,587.17	\$20,587.17
G&A	\$8,219.46	\$8,219.46
<b>Subtotal</b>	<b>\$219,171.50</b>	<b>\$219,171.50</b>
<b>Component 3: Public Institutions</b>		
Workdays Ordered	\$97,246.97	\$97,246.97
Travel and Transportation	\$16,213.59	\$16,213.59
Equipment and Supplies	\$22,818.81	\$22,818.81
Subcontracts/Grants	\$0.00	\$0.00
Allowances	\$22,212.40	\$22,212.40
Participant Training	\$0.00	\$0.00
Other Direct Costs	\$19,213.50	\$19,213.50
G&A	\$7,321.65	\$7,321.65
<b>Subtotal</b>	<b>\$185,026.91</b>	<b>\$185,026.91</b>
<b>Component 4: Parliamentary</b>		
Workdays Ordered	\$102,410.99	\$102,410.99
Travel and Transportation	\$16,241.83	\$16,241.83
Equipment and Supplies	\$22,688.99	\$22,688.99
Subcontracts/Grants	\$0.00	\$0.00
Allowances	\$22,196.89	\$22,196.89
Participant Training	\$0.00	\$0.00
Other Direct Costs	\$20,001.48	\$20,001.48
G&A	\$7,382.70	\$7,382.70
<b>Subtotal</b>	<b>\$190,922.87</b>	<b>\$190,922.87</b>
<b>Component 5: Windows of Opportunity</b>		
Workdays Ordered	\$0.00	\$0.00
Travel and Transportation	\$0.00	\$0.00
Equipment and Supplies	\$0.00	\$0.00
Subcontracts/Grants	\$0.00	\$0.00
Allowances	\$0.00	\$0.00
Participant Training	\$0.00	\$0.00
Other Direct Costs	\$0.00	\$0.00
G&A	\$0.00	\$0.00
<b>Subtotal</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Subtotal Invoiced</b>	<b>\$781,398.82</b>	<b>\$781,398.82</b>
Withholding	-\$20,780.85	-\$20,780.85
<b>Total Invoiced</b>	<b>\$760,617.97</b>	<b>\$760,617.97</b>

**USAID PROGATI Program  
Breakdown of Expenditures by Line Item and Component**

	Expenditures	
	1 Oct 07 to 31 Mar 08	Inception to 31 Mar 08
<b>1000537-102 -- Component 1: Media</b>		
<b>Workdays Ordered</b>	<b>\$97,246.97</b>	<b>\$97,246.97</b>
<b>Travel and Transportation</b>	<b>\$16,138.22</b>	<b>\$16,138.22</b>
<b>Equipment and Supplies</b>	<b>\$23,247.48</b>	<b>\$23,247.48</b>
Computer Leasing	\$154.27	\$154.27
Computer Supplies	\$5,397.65	\$5,397.65
Copying and Printing Supplies	\$132.16	\$132.16
Equipment Rental and Leases	\$54.78	\$54.78
Office Supplies	(\$3,192.20)	(\$3,192.20)
Procurement - Expendable	\$3,457.27	\$3,457.27
Procurement - Non-Expendable	\$12,793.50	\$12,793.50
Software	\$4,450.06	\$4,450.06
<b>Subcontracts</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Allowances</b>	<b>\$22,170.18</b>	<b>\$22,170.18</b>
<b>Participant Training</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Other Direct Costs</b>	<b>\$20,048.71</b>	<b>\$20,048.71</b>
Bank Charges	\$39.58	\$39.58
Courier	\$583.89	\$583.89
Fees	\$576.55	\$576.55
Fringe	\$27.76	\$27.76
Insurance	\$46.75	\$46.75
Internet	\$1,411.97	\$1,411.97
Legal Fee	\$2,041.46	\$2,041.46
Local Hire Social Costs	\$1,418.14	\$1,418.14
Local Hire in the Field	\$2,681.23	\$2,681.23
Maintenance, Mod & Facilities	\$2,209.90	\$2,209.90
Maintenance, Other than FFE	\$169.50	\$169.50
Medical Exams & Vaccinations	\$244.67	\$244.67
Meetings and Conferences	\$69.76	\$69.76
Miscellaneous Expenses	\$244.67	\$244.67
Office Rental	\$6,058.40	\$6,058.40
Security Expenses	\$462.46	\$462.46
Print, Copy, Reproduce	\$109.76	\$109.76
Recruitment Fees	\$290.51	\$290.51
Reference Materials	\$58.43	\$58.43
Security Expenses	\$27.48	\$27.48
Shipping (not allowance)	\$359.38	\$359.38
Taxes, Customs, Duties	\$442.03	\$442.03
Telephone Landline	\$67.29	\$67.29
Telephone Mobile	\$405.73	\$405.73
Telephone Satellite	\$11.38	\$11.38
Utility - Elect, Gas, Water	\$132.91	\$132.91
Value Added Tax (VAT)	\$10.15	\$10.15
<b>G&amp;A</b>	<b>\$7,425.98</b>	<b>\$7,425.98</b>
<b>Subtotal</b>	<b>\$186,277.53</b>	<b>\$186,277.53</b>

**USAID PROGATI Program**  
**Breakdown of Expenditures by Line Item and Component**

	Expenditures	
	1 Oct 07 to 31 Mar 08	Inception to 31 Mar 08
<b>1000537-103 -- Component 2: Civil Society</b>		
<b>Workdays Ordered</b>	<b>\$120,627.97</b>	<b>\$120,627.97</b>
<b>Travel and Transportation</b>	<b>\$16,432.11</b>	<b>\$16,432.11</b>
<b>Equipment and Supplies</b>	<b>\$23,186.02</b>	<b>\$23,186.02</b>
Computer Leasing	\$154.27	\$154.27
Computer Supplies	\$5,270.48	\$5,270.48
Copying and Printing Supplies	\$44.05	\$44.05
Equipment Rental and Leases	\$54.78	\$54.78
Office Supplies	-\$3,492.93	(\$3,492.93)
Procurement - Expendable	\$3,770.53	\$3,770.53
Procurement - Non-Expendable	\$12,863.15	\$12,863.15
Software	\$4,521.70	\$4,521.70
<b>Subcontracts</b>	<b>\$7,919.09</b>	<b>\$7,919.09</b>
<b>Allowances</b>	<b>\$22,199.69</b>	<b>\$22,199.69</b>
<b>Participant Training</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Other Direct Costs</b>	<b>\$20,587.17</b>	<b>\$20,587.17</b>
Bank Charges	\$66.59	\$66.59
Courier	\$511.52	\$511.52
Fax	\$0.15	\$0.15
Fees	\$576.55	\$576.55
Fringe Costs	\$808.74	\$808.74
Insurance	\$46.75	\$46.75
Internet	\$1,411.97	\$1,411.97
Legal Fee	\$2,041.46	\$2,041.46
Local Hire Social Costs	\$1,072.51	\$1,072.51
Local Hire in the Field	\$2,446.13	\$2,446.13
Maintenance, Mod & Facilities	\$2,192.89	\$2,192.89
Maintenance Other than FFE	\$190.57	\$190.57
Medical Exam	\$99.32	\$99.32
Meetings and Conferences	\$40.18	\$40.18
Miscellaneous Expense	\$244.67	\$244.67
Office Rental	\$6,058.40	\$6,058.40
Security Expenses	\$462.46	\$462.46
Print, Copy, Reproduce	\$190.25	\$190.25
Recruitment Fees	\$284.67	\$284.67
Reference Materials	\$67.20	\$67.20
Security Expenses	\$27.48	\$27.48
Shipping (not allowance)	\$359.38	\$359.38
Taxes, Customs, Duties	\$326.26	\$326.26
Telephone - Landline	\$67.29	\$67.29
Telephone Mobile	\$72.70	\$72.70
Telephone Satellite	\$11.38	\$11.38
Utility - Elect, Gas, Water	\$129.99	\$129.99
Value Added Tax (VAT)	\$465.72	\$465.72
Workshops	\$196.48	\$196.48
<b>G&amp;A</b>	<b>\$8,219.46</b>	<b>\$8,219.46</b>
<b>Subtotal</b>	<b>\$219,171.50</b>	<b>\$219,171.50</b>

**USAID PROGATI Program**  
**Breakdown of Expenditures by Line Item and Component**

	Expenditures	
	1 Oct 07 to 31 Mar 08	Inception to 31 Mar 08
<b>1000537-104 -- Component 3: Public Institutions</b>		
<b>Workdays Ordered</b>	<b>\$97,246.97</b>	<b>\$97,246.97</b>
<b>Travel and Transportation</b>	<b>\$16,213.59</b>	<b>\$16,213.59</b>
<b>Equipment and Supplies</b>	<b>\$22,818.81</b>	<b>\$22,818.81</b>
Computer Equipment Leasing	\$154.27	\$154.27
Computer Supplies	\$5,311.68	\$5,311.68
Copying and Printing Supplies	\$44.05	\$44.05
Equipment Rental and Leasing	\$105.91	\$105.91
Office Supplies	-\$3,483.31	(\$3,483.31)
Procurement - Expendable	\$3,442.66	\$3,442.66
Procurement - Non-Expendable	\$12,793.50	\$12,793.50
Software	\$4,450.06	\$4,450.06
<b>Subcontracts</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Allowances</b>	<b>\$22,212.40</b>	<b>\$22,212.40</b>
<b>Participant Training</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Other Direct Costs</b>	<b>\$19,213.50</b>	<b>\$19,213.50</b>
Bank Charges	\$20.30	\$20.30
Courier	\$274.79	\$274.79
Fax	\$0.44	\$0.44
Fees	\$576.55	\$576.55
Fringe Costs	\$540.37	\$540.37
Insurance	\$46.75	\$46.75
Internet	\$1,411.97	\$1,411.97
Legal Fee	\$2,041.46	\$2,041.46
Local Hire Social Costs	\$1,449.17	\$1,449.17
Local Hire in the Field	\$1,815.08	\$1,815.08
Maintenance, Mod, Facilities	\$2,166.14	\$2,166.14
Maintenance, Other than FFE	\$164.60	\$164.60
Medical Exams and Vaccinations	\$99.32	\$99.32
Meetings and Conferences	\$47.11	\$47.11
Miscellaneous Expense	\$244.67	\$244.67
Office Rental	\$6,058.40	\$6,058.40
Recruitment Fees	\$284.67	\$284.67
Reference Materials	\$58.43	\$58.43
Taxes, Customs, Duties	\$115.77	\$115.77
Security Expenses	\$489.94	\$489.94
Shipping (not allowance)	\$359.38	\$359.38
Subscriptions	\$8.47	\$8.47
Taxes, Customs, Duties	\$326.26	\$326.26
Telephone - Landline	\$67.29	\$67.29
Telephone - Mobile	\$240.28	\$240.28
Telephone - Satellite	\$11.38	\$11.38
Utility - Elect, Gas, Water	\$274.40	\$274.40
Value Added Tax (VAT)	\$8.51	\$8.51
<b>G&amp;A</b>	<b>\$7,321.65</b>	<b>\$7,321.65</b>
<b>Subtotal</b>	<b>\$185,026.91</b>	<b>\$185,026.91</b>

**USAID PROGATI Program**  
**Breakdown of Expenditures by Line Item and Component**

	Expenditures	
	1 Oct 07 to 31 Mar 08	Inception to 31 Mar 08
<b>1000537-105 -- Component 4: Parliamentary</b>		
<b>Workdays Ordered</b>	<b>\$102,410.99</b>	<b>\$102,410.99</b>
<b>Travel and Transportation</b>	<b>\$16,241.83</b>	<b>\$16,241.83</b>
<b>Equipment and Supplies</b>	<b>\$22,688.99</b>	<b>\$22,688.99</b>
Computer Equipment Leasing	\$154.27	\$154.27
Computer Supplies	\$5,270.48	\$5,270.48
Copying and Printing Supplies	\$44.05	\$44.05
Equipment Rental and Leasing	\$54.78	\$54.78
Office Supplies	-\$3,516.82	(\$3,516.82)
Procurement - Expendable	\$3,438.68	\$3,438.68
Procurement - Non-Expendable	\$12,793.50	\$12,793.50
Software	\$4,450.06	\$4,450.06
<b>Subcontracts</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Allowances</b>	<b>\$22,196.89</b>	<b>\$22,196.89</b>
<b>Participant Training</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Other Direct Costs</b>	<b>\$20,001.10</b>	<b>\$20,001.10</b>
Bank Charges	\$60.41	\$60.41
Courier	\$275.67	\$275.67
Fees	\$576.55	\$576.55
Fringe Costs	\$687.48	\$687.48
Insurance	\$46.75	\$46.75
Internet	\$1,411.97	\$1,411.97
Legal Fee	\$2,041.46	\$2,041.46
Local Hire Social Costs	\$1,183.85	\$1,183.85
Local Hire in the Field	\$2,304.90	\$2,304.90
Maintenance, Mod, Facilities	\$2,211.63	\$2,211.63
Maintenance, Other than FFE	\$162.26	\$162.26
Medical Exams and Vaccinations	\$99.32	\$99.32
Meetings and Conferences	\$40.18	\$40.18
Miscellaneous	\$244.67	\$244.67
Office Rental	\$6,058.40	\$6,058.40
Print, Copy, Reproduce	\$58.81	\$58.81
Recruitment Fees	\$284.67	\$284.67
Reference Materials	\$65.66	\$65.66
Security Expenses	\$489.94	\$489.94
Shipping (not allowance)	\$359.38	\$359.38
Subscriptions	\$8.47	\$8.47
Taxes, Customs, Duties	\$482.67	\$482.67
Telephone - Landline	\$67.29	\$67.29
Telephone - Mobile	\$223.32	\$223.32
Telephone - Satellite	\$11.38	\$11.38
Utility - Elect, Gas, Water	\$150.47	\$150.47
VAT	\$393.56	\$393.56
<b>G&amp;A</b>	<b>\$7,382.70</b>	<b>\$7,382.70</b>
<b>Subtotal</b>	<b>\$190,922.49</b>	<b>\$190,922.49</b>

**USAID PROGATI Program  
Breakdown of Expenditures by Line Item and Component**

	Expenditures	
	1 Oct 07 to 31 Mar 08	Inception to 31 Mar 08
<b>1000537-106 -- Component 5: Windows of Opportunity</b>		
<i><b>Workdays Ordered</b></i>	<b>\$0.00</b>	<b>\$0.00</b>
<i><b>Travel and Transportation</b></i>	<b>\$0.00</b>	<b>\$0.00</b>
<i><b>Equipment and Supplies</b></i>	<b>\$0.00</b>	<b>\$0.00</b>
Computer Equipment Leasing	\$0.00	\$0.00
Computer Supplies	\$0.00	\$0.00
Copying and Printing Supplies	\$0.00	\$0.00
Equipment Rental and Leasing	\$0.00	\$0.00
Office Supplies	\$0.00	\$0.00
Procurement - Expendable	\$0.00	\$0.00
Procurement - Non-Expendable	\$0.00	\$0.00
Software	\$0.00	\$0.00
<i><b>Subcontracts</b></i>	<b>\$0.00</b>	<b>\$0.00</b>
<i><b>Allowances</b></i>	<b>\$0.00</b>	<b>\$0.00</b>
<i><b>Participant Training</b></i>	<b>\$0.00</b>	<b>\$0.00</b>
<i><b>Other Direct Costs</b></i>	<b>\$0.00</b>	<b>\$0.00</b>
Bank Charges	\$0.00	\$0.00
Courier	\$0.00	\$0.00
Fees	\$0.00	\$0.00
Fringe Costs	\$0.00	\$0.00
Insurance	\$0.00	\$0.00
Internet	\$0.00	\$0.00
Legal Fee	\$0.00	\$0.00
Local Hire Social Costs	\$0.00	\$0.00
Local Hire in the Field	\$0.00	\$0.00
Maintenance, Mod, Facilities	\$0.00	\$0.00
Maintenance, Other than FFE	\$0.00	\$0.00
Medical Exams and Vaccinations	\$0.00	\$0.00
Meetings and Conferences	\$0.00	\$0.00
Miscellaneous	\$0.00	\$0.00
Office Rental	\$0.00	\$0.00
Print, Copy, Reproduce	\$0.00	\$0.00
Recruitment Fees	\$0.00	\$0.00
Reference Materials	\$0.00	\$0.00
Security Expenses	\$0.00	\$0.00
Shipping (not allowance)	\$0.00	\$0.00
Subscriptions	\$0.00	\$0.00
Taxes, Customs, Duties	\$0.00	\$0.00
Telephone - Landline	\$0.00	\$0.00
Telephone - Mobile	\$0.00	\$0.00
Telephone - Satellite	\$0.00	\$0.00
Utility - Elect, Gas, Water	\$0.00	\$0.00
VAT	\$0.00	\$0.00
<b>G&amp;A</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Subtotal</b>	<b>\$0.00</b>	<b>\$0.00</b>