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

Semi-Annual Report – 1 April 2010 to 30 September 2010

30 November 2010

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

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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.

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## **ACRONYMS**

ACC	Anti-Corruption Commission
AED	Academy for Educational Development
BAMU	Budget Analysis and Monitoring Unit
BRDG	Building Recovery and Reform through Democratic Governance
DAI	Development Alternatives, Inc.
IACC	International Anti-Corruption Conference
IQC	Indefinite Quantity Contract
IREX	International Research and Exchanges Board
PMP	Performance Monitoring Plan
PROGATI	Promoting Governance, Accountability, Transparency and Integrity
STTA	Short-Term Technical Assistance
USAID	U.S. Agency for International Development

## **LOCAL PARTNERS**

The Parliament Secretariat  
The Office of the Comptroller and Auditor General (CAG)  
Ministry of Food and Disaster Management  
Ministry of Local Government, Rural Development and Cooperatives  
Municipal Association of Bangladesh (MAB)  
Bangladesh Union Parishad Forum (BUPF)  
Democracywatch  
Bangladesh Enterprise Institute (BEI)  
Institute for Governance Studies, BRAC University (IGS/BRAC U.)  
Journalism Training and Research Initiative (JATRI)  
Management and Resources Development Initiative (MRDI)  
Khan Foundation  
Unnayan Shamunnay  
Rupantar  
Doorbar Network  
Steps Towards Development  
International Business Forum of Bangladesh (IBFB)  
Bangladesh Women Chamber of Commerce and Industry (BWCCI)

## 1. INTRODUCTION

The Promoting Governance, Accountability, Transparency and Integrity (PROGATI) program is funded by the United States Agency for International Development (USAID) and implemented by Development Alternatives, Inc. (DAI), with the Academy for Educational Development (AED) and the International Research and Exchanges Board (IREX). The PROGATI program collaborates with local organizations through competitive grants and sub-contracts.

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). The PROGATI program began in October 2007; it is currently planned to conclude in September 2011. Its objective is to *promote principles of accountability, transparency, and responsiveness to decrease the level of corruption in Bangladesh.*

This report presents a brief narrative of program highlights, administrative activities and challenges faced during the current reporting period. A detailed presentation on work plan activities is given in the Appendix, Year 3 Tasks and Progress against Planned Achievements. The report concludes with the Semi-Annual Expenditure Report.

## 2. HIGHLIGHTS

A result of the Thailand study tour conducted during the previous reporting period (Feb 2010) was the increased momentum in levels of collaboration between government, media and civil society efforts to oversee government action to promote transparency and accountability. Cross-component information sharing has led to new forms of complementary interaction between otherwise distant actors. Among others, one striking example that is detailed further within this report is the collaboration between the Comptroller and Auditor General and Civil Society.

Cross-component partnerships and activity, unique under an anti-corruption program, became more practiced over the summer months. This level of engagement caught the interest of the *Regional Inspector General* audit team. The program audit was conducted during the Ramadan period from 23 August to 24 September 2010. The RIG Program Audit report is due to be released to USAID later in October/November 2010. Prior to the audit, PROGATI partners had already begun to strategically re-align their component activity with an eye towards sustainability. This was an added focus of the Year 4 work plan exercises conducted during July and August. Activity that signaled a strategic re-alignment became apparent as partners sought ways to institutionalize anti-corruption practices through cross-component activity. Sharing of sector-specific tools and approaches allowed resources to be used to support new and unique applications that would more strongly support institutionalized practices and policy reform; for example, the CAG media-cell, the Social Audit, Budget Analysis through the “community of practice” and BAMU, and community score cards resulting from citizen budget monitoring.

Readiness for the RIG program audit was aided by the DAI internal financial audit conducted in July, and by Data Quality Assessment exercise(s) held with USAID in August.

During the reporting period, USAID sought to sponsor a delegation of PROGATI partners to attend the 14<sup>th</sup> International Anti-Corruption Conference (IACC) – scheduled for early November. Participation in the Bangkok IACC by a senior level delegation of Bangladeshi officials/program

partners is an opportunity that is expected to generate increased momentum across all PROGATI components during Year 4.

*Support to the Bangladesh Union Parishad Forum (BUPF) and Municipal Association of Bangladesh (MAB)* continued during the reporting period. With PROGATI grant funds, BUPF conducted its first ever training on “Transparency & Accountability in UP Resource Management” for 100 Union Parishad Chairman and Members, to implement transparency and accountability measures at the local level. They also held three Advocacy Seminars to advocate for policy reforms with existing potential policy makers.

MAB conducted a Joint MAB/BUPF National Seminar on “The Importance of Participatory Methods in the Service Delivery of Paurashava & Union Parishad: Citizen Perspectives”, with more than 234 participants. The Honorable Minister of Local Government, Rural Development and Co-operatives, Syed Ashraf Islam MP, served as the chief guest of the event. The two associations also conducted the Advocacy Seminar on “Local Government (Paurashava) Act 2009: Present State and Actions Ahead” where The Honorable Minister of Law, Justice and Parliamentary Affairs, Barrister Shafique Ahmed, and The Honorable Minister of Land, Mr. Rezaul Karim Hira MP, served as the chief guest and special guest respectively. Here, 356 persons attended including Municipality Mayors and Councilors, a broad spectrum of local government experts, and representatives of national and international organizations.

## **Media**

*The Journalism Training and Research Initiative (JATRI)* conducted two roundtable events for journalists and editors during the period: “Freedom of Information: The Right to Know”; “Role of Women in Local Government: Media Perspectives”. It also conducted training events for approximately 169 journalists on the following topics: “Investigative Techniques for Broadcast Journalists;” “Interviewing and Source Development;” “Ethics and Standards;” and “Story-telling.” JATRI also conducted a Training of Trainers for broadcast media. This was conducted with support from international STTA Barbara Dury. Additional consultancy/STTA support is expected from Barbara Dury in November/December 2010, which would build on JATRI’s extensive research this period on Ethics and Standards; and would include guidance with drafting the Ethics and Standards Handbook for media and journalists.

Increased broadcast media support is expected in Year 4, as a means not only to capture increased “market” support/share from media houses and journalists; but also, as a response to public perceptions that broadcast news is more credible and popular over printed news. JATRI is ready to provide training in community radio through “citizen journalism”, which is expected to commence early in December 2010, and will include regular postings onto the JATRI website, FaceBook, Twitter, and blogs. Also, one leverage point from which to more effectively engage with broadcast media (TV and radio) is the launching of the JATRI Fellowship program (September 2010), which will include internships with media houses.

Management and Resources Development Initiative (MRDI) organized a National Seminar on the RTI Act. His Excellency John F. Moriarty was the special guest on the occasion while Honourable Abul Kalam Azad, Minister of Information, was chief guest. Dr. Mohammad Zamir, Chief Information Commissioner, editors, civil society leaders, lawyers, and journalists from throughout the country were present. MRDI also developed an RTI handbook for journalists.

*Training for journalists by local expert organizations* continued during the reporting period:

- News Network trained and organized media internships for 40 women journalist fellows.
- MRDI trained 100 government officials on the Right to Information act.
- MRDI trained 74 civil society leaders on “Accessing Government information for CSO members.”
- MRDI trained 160 journalists on “Investigating Corruption and Using the RTI Law.”
- ShoMaSTHe trained 103 journalists on Upazilla Parishad budget and implementation.
- M. I. Chowdhury trained 101 government officials on report writing skills and how to communicate with the public.

### **Civil Society**

*Training events and anti-corruption campaigns.* PROGATI has greatly expanded its activities in the Civil Society component during this reporting period. In addition to implementing a large number of training and campaign activities, a series of entry level 5-day courses were conducted across three thematic areas:

- Preparing, Planning, and Managing Campaigns (454 participants, 175 organizations);
- Citizen Score Cards - Use and Applications (421 participants, 230 organizations); and
- National Budget Oversight – Rajshahi & Barisal divisions (708 participants, 279 organizations).

This practical skills-transfer was presented to the same batch of participants in the 15 day training series. All training participants designed and then implemented events across the three thematic areas in their own districts.

A total of 378 events effectively engaged citizens in anti-corruption efforts. Altogether 130,206 people participated in thematic events in Khulna, Chittagong, Rajshahi, and Barisal Divisions (32 Districts). These included: focused discussion sessions, rallies, human chains, and use of cultural events as a means to raise awareness about anti-corruption. A large number of government officials and public representatives (about 1,341 government officials and 1,273 local public representatives) attended these events.

Citizen Forums used a Community Score Card in monitoring exercises that brought together government officials and citizens to discuss public services at the local level. Budget events highlighted local priorities and the roles and responsibilities of different public representatives in addressing them. Civil society groups realized that it is important to bridge the gap between policy-makers and citizens; ensure grassroots involvement in holding the government accountable; and forge formal links with government through budget hearings and consultations.

This year, 47 organizations were selected from ten districts of earlier divisions (Khulna and Chittagong) based on demonstrated active commitment by local CSOs. Additional capacity building was provided through nine-day advanced training on three thematic areas targeting “deepening activities” for Khulna and Chittagong divisions. A total of 74 participants from 47 organizations from 10 districts participated in these advanced training courses. This same group of training participants also received two-day training on RTI and its effective use to strengthen civil society and its efforts to promote anti-corruption.

All “deepening activities” in districts focused on local issues, particularly on Ministry of Food and Disaster Management (MOF&D) and Ministry of Local Government, Rural Development and Cooperatives services at the local level. The approach was to emphasize and engage appropriate government authorities, public representatives, and media.

These deepening-districts jointly developed and prioritized their district plans and issues. This engagement led local CSOs to work together on a common issue and gradually demonstrated to other stakeholders that civil society has an organized voice. Each civil society organization is responsible to implement thematic events in its own district.

In new areas of Rajshahi and Barisal divisions, PROGATI implementing partners have emphasized similar approaches focusing on local anti-corruption issues.

Two coalitions started their activity in four districts of Rajshahi and Barisal divisions with the same approach used under the CS component. Each partner took the lead in developing training modules in one thematic area and standardized campaign/dialogue guidelines, which all partners later used with their local partners. Divisional lessons-learned workshops created a critical mass among the local CSOs. Anti-corruption efforts in other parts of the country were demonstrated. At the same time, participants shared challenges on how to gain knowledge and information respective to their local efforts. This remarkable collaboration requires further strengthening and formalization in order to move towards sustained independent activity and momentum.

This period, many activities were planned to engage government officials and public representatives and media professionals, such as, orientations on community score cards and social audit methodologies; organized field visits for government officials and media professionals in Khulna and Chittagong divisions; and civil society networking meetings with government officials. Four teams of government officials and five media-professionals teams visited the activities implemented by local civil society organizations in ten deepening districts. They received practical examples on how powerful community score card measures can be in raising citizens' concerns regarding service providers and the public representatives. Visitors found that this type of dialogue promoted transparency and accountability, which could contribute to reducing the level of corruption.

PROGATI also initiated a pilot social audit. Its findings confirm that the methodology should be implemented in more districts with the Vulnerable Group Development Program of Ministry of Food and Disaster Management.

Bangladesh Women's Chamber of Commerce and Industry (BWCCI) organized a series of training courses on avoiding corruption for 625 women entrepreneurs. These trainings were held in Khulna, Rajshahi, and Barisal divisions. They provided participants with a detailed understanding of what corruption is, how corruption takes place, and how it can be avoided. The trainings were designed to equip participants with the necessary knowledge and materials to avoid corruption in their day-to-day business, particularly to address corruption in taxation and access to credit.

BWCCI has arranged advocacy workshops at the divisional level to promote anti-corruption reforms. Participants learned from each other and demonstrated anti-corruption efforts that promote demand for change by women entrepreneurs. One result was the establishment of an anti-corruption hotline center for women entrepreneurs in Khulna Division. The objectives of the hotline are to offer information, practical advice and support to women entrepreneurs to avoid corruption in their professional work and provide BWCCI with data on the specific sources of corruption faced by women entrepreneurs. To date, 247 women entrepreneurs came to the hotline with different problems. 28 women entrepreneurs presented claims of corruption through the hotline, and 16 women entrepreneurs successfully overcame corruption-related problems through hotline center assistance. Through the anti corruption hotline, the women entrepreneurs have a platform where they can claim and receive advice to avoid corruption. They also have established a network with relevant stakeholders. Consequently, they have received services more frequently without being forced to deal with corruption.

The Civil Society Component also worked with the International Business Forum of Bangladesh (IBFB), which conducted research on “Complexities in Income Tax Laws: A Quest for a Simpler Taxation System” and “Improving Property Registration Process and IFC Ranking of Bangladesh.” Recommendations from the research include: withdrawal of restrictive provisions on business expenditures; application of the expediency principle; allowing cash transfers from the Director’s return to the new company’s return; introduction of two sets of the original deed to ensure immediate issuance of certified copies to the buyer; and introduction of “digitalization” of Registration and Land Management System with the capability to scan and index daily transactions. Some of the recommendations are currently under consideration by the government.

**Table 1. CIVIL SOCIETY TRAINING AND CAMPAIGN HIGHLIGHTS**

<b>Task</b>	<b>Planned Output (year)</b>	<b>Output to Date ( year)</b>
Training on Management, Communications and Planning	325 persons 120 organizations	593 persons 166 organizations
Anti-corruption Awareness campaigns	121 campaigns	102 campaigns
Training on Monitoring , Analyzing and Publicizing Corruption	725 persons 120 organizations	1046 persons 230 organizations
Anti-corruption Monitoring, Analysis and Publicity Campaigns	121 campaigns	103 campaigns
Training on Budget Oversight	725 persons 120 organizations	708 persons 279 organizations
Budget oversight Awareness Campaigns	146 campaigns	183 campaigns
Persons Participating in three thematic Campaigns	-	130,206 persons

### **Public Institutions**

*Strengthening the Office of the Comptroller and Auditor General (CAG).* PROGATI funded two important public events with the Office of the Comptroller and Auditor General (CAG) to promote more accountable and transparent governance. The first workshop brought together the CAG and the Public Accounts Committee to discuss the CAG report backlogs at the Committee meeting. Discussion also covered ideas on how the PAC can take strategic steps to reduce the backlog. A second workshop initiated dialogue between the CAG and civil society organizations on how they can work together to reduce corruption. Both events followed up on previous initiatives.

PROGATI is also working closely with the CAG to follow up on the recommendations for greater transparency and accessibility generated through training and outreach events. PROGATI supported training for CAG, the Anti-Corruption Commission (ACC), and partner ministries officials on “Documenting Cases of Fraud and Corruption.” The objective of the training was to ensure audit and ministry officers properly preserve evidence of fraud for criminal and anticorruption commission action. Around 80 officials from the CAG, ACC, and Partner Ministries participated in the “Detecting Fraud and Corruption” training course. The joint training represented the first collaboration between these institutions. The same training was arranged outside of Dhaka for CAG staff in Khulna and Chittagong divisions.

PROGATI continued to work with the CAG to strengthen a communications and research cell to facilitate outreach to the media, which was begun in January 2010. The cell will initially consist of three positions filled through internal transfers. Three auditors/accounts managers who have

journalism backgrounds have been identified and will make the transition quickly. The duties of the cell will include writing audit summaries and press releases, taking over the internal newsletter, and helping to remake audit reports into attractive and public friendly publications. PROGATI completed training of eight CAG officials in effective communications training. This represents the first time that the CAG has developed an internal professional capacity to engage with the media and civil society.

At the same time, PROGATI is supporting the CAG Office by training on “Technical Report Writing Skills” to 100 audit staff, above and beyond the 100 staff trained in 2009. This training increased their skills to write quality Audit Reports. PROGATI further supported CAG offices to develop relationships with media, CSOs, and other organizations by conducting 3 workshops with the CAG in Chittagong, Khulna, and Barisal from July to September 2010. Representatives from media, civil society, and government executive agencies were present at the workshops. The participants discussed financial prosperity; government rules and regulations; public information disclosure; and involvement of media and CSOs in audit report observation, development, and implementation.

*Work with Ministry Partners* continued with an assessment of possible areas for collaboration with the two pilot ministries – the Ministry of Local Government, Rural Development and Cooperatives, and the Ministry of Food and Disaster Management. PROGATI staff and consultants visited ministry staff in Dhaka and the field. They also visited key civil society stakeholders to identify training and technical support the project could offer to promote accountable and transparent governance within the Ministries. Ministry partners and the CAG are ready to coordinate financial oversight group meetings to speed up the activities on financial data management, audit reply, and response capacity to queries from parliamentary committees.

## **Parliament**

*The Budget Analysis and Monitoring Unit (BAMU)* was established and is located within renovated office space on the Parliament grounds. The new BAMU office space was provided by the Parliament Secretariat. Allocation of office space marks the acknowledged support of BAMU by the Secretariat. This is a significant achievement, which is further strengthened through the creation by the Parliament Secretariat of a 13 member Steering Committee (late March 2010). The Steering Committee oversees, monitors, and provides necessary guidance and consultation to the Parliament component. The Steering Committee held four meetings this year.

PROGATI conducted a training needs assessment for the BAMU officials, and also conducted six training courses, including “Budget Classification;” “Understanding Ministry of Finance Reports;” “Linking Budget and Policy;” “Gender Sensitive Budgeting;” “Program and Capital Budgets;” and “Revenue Projection.”

In addition, PROGATI supported the production of several budget analysis reports during the period for distribution to Members of Parliament. These included “Export Performance of Bangladesh;” “An Overview of the Tax System in Bangladesh;” “Financing the Public Budget in Bangladesh;” “Improving Infrastructure Investment in Bangladesh;” and “National Budget 2010-2011: Reflections on Agriculture.”

*Engaging Members of Parliament.* In addition to activities associated with establishing BAMU, PROGATI supported a wide range of activities to offer information to Members of Parliament about national expenditures, the national budget and economic policy. These include seminars, presentations and workshops organized by Bangladeshi Budget Analysis Community of Practice organizations, targeted research reports, and visits to the field to observe budget implementation.

The Bangladesh Institute of Development Studies (BIDS) conducted five seminars for the MPs during this reporting period. The first two seminars were on macro-economic issues, in which 34 MPs participated. BIDS also conducted three seminars for the Standing Committee on Ministry of Food and Disaster Management, in which 26 MPs participated. These seminars increased understanding among Members of Parliament about the impact of budget decisions on the national economy and among Members of the Standing Committee on Ministry of Food and Disaster Management about the government subsidy program – its effectiveness, associated costs and benefits – and the impact of subsidy on the national economy.

During the previous reporting period, the Policy Research Institute of Bangladesh organized four seminars for the MPs, with support from PROGATI. Two of them were pre-budget discussions on infrastructure investment and government subsidy programs. These seminars have assisted MPs to better understand the budget requirements for infrastructure and budget implications of subsidies and to inform their opinions about FY 2011 allocations. About 20 MPs participated in those events. This period, PRI organized two post-budget discussions on the same topics, in which 16 MPs participated.

Unnayan Shammanay (US) conducted two seminars for the MPs on Agricultural Budget, in which 22 MPs participated. US also organized one media briefing for journalists about both pre- and post-budget research findings for the Agricultural Budget 2010-11.

53 MPs have participated in these budget analysis activities, of which 19 are women. These seminars have influenced budget discussions and allocation decisions.

*Strengthen Budget Analysis Community of Practice.* PROGATI organized two major capacity building courses for the Community of Practice members. These courses included a three-day training course entitled, “Tax Policy Analysis and Public Budgeting.” 21 participants from the Ministry of Finance, Bangladesh Bank, National Board of Revenue, General Economic Division of Planning Commission, and members from various research organizations participated in the course. PROGATI organized another three-day training course entitled, “Revenue Projection.” 19 participants from the Ministry of Finance, Economic Relations Division (ERD), National Board of Revenue, General Economic Division of Planning Commission, and members from various research organizations participated in this program.

## Surveys

*An Assessment of Parliament Oversight Capacity* conducted during the previous reporting period was followed up with a survey of MPs’ reactions to a series of seminars, presentations, workshops, and budget analysis briefing notes. The survey was designed with support of local STTA, G. Mustafa.

*The Depth of Anti-Corruption Partnerships* was assessed by PROGATI in a field study conducted in January and February. The key findings of the survey, which were released in this reporting period, included:

- Depth, reach and social capital: positive vertical partnerships with urban-based civil society organizations; organized horizontal groups or committees to lead anti-corruption campaigns; and monitoring of government services at the local level.
- Outcomes for partners and society: increased partner confidence in working together to promote anti-corruption; increased citizen awareness led to new anti-corruption committees;

bridges with the government have been initiated; and increased broad constituencies of citizens to promote corruption reforms.

- Collective leadership and strategy: partner collective leadership to reduce corruption has emerged, in addition to shared strategies; groups came together in committees and coalitions to engage government in common efforts to reduce corruption.

During this period, partner confidence and leadership has continued to foster effective citizen forums that engage and advocate with local government for anti-corruption reform. Support continued this period to strengthen anti-corruption networks and coalitions. During Year 4, PROGATI expects to conduct a follow-up survey on the depth of anti-corruption partnerships.

*Survey on Community Satisfaction with Quality and Impact of Participation in Budget-Oversight* was coordinated late during this reporting period. The actual survey will be conducted in October, and a final report will be issued in November. This survey is to be conducted by Development Consultant and Global Compliance Initiative (DCGCI), a local consulting group, to assess the impact of budget interventions on the people of four divisions. PROGATI organized budget dialogue sessions in 40 districts of Khulna, Chittagong, Barisal, and Rajshahi Divisions at the District and Upazila levels. The objectives of the study are to determine (a) whether the budget interventions brought any changes in community representatives' perceptions; (b) whether budget interventions have any impact on citizens' roles in oversight of the budgetary process and their capacity to reduce corruption; (c) and citizens' perceptions on their role in the budget oversight process and their capacity to reduce corruption.

*Survey on CAG Audit Skills*. The survey questionnaire was developed by international consultant Eileen Simpson. The survey is due to be conducted and completed during the next reporting period. A request for hire of a local CCN STTA is on file with USAID. The activities of the targeted Ministries are subject to audit by six of the ten Audit Directorates in the CAG:

- Local and Revenue Audit Directorate;
- Civil Audit Directorate;
- Foreign Aid Project Audit Directorate;
- Works Audit Directorate;
- Railways Audit Directorate;
- Performance Audit Directorate.

The survey will be delivered to Ministry Secretaries, Heads of Directorates, Project Directors, and Financial officers. This process will provide a group of 40-50 respondents. The survey also will be conducted in eight Ministries with significant public expenditures on activities related to civilian life (the Ministry of Defense is excluded). Each of the Ministries selected also has a vital role in the economic life of the State. The ministries are as follows:

- Ministry of Local Government, Rural Development and Cooperatives, Local Government Division
- Ministry of Food and Disaster Management
- Ministry of Environment and Forests
- Ministry of Posts and Telecommunication
- Ministry of Irrigation
- Ministry of Communication, Railway Division
- Ministry of Power, Energy, and Mineral Resources
- Ministry of Fisheries and Livestock

*Focus Group Discussion: Public Institution Representatives' Perception of Parliament Oversight Capacity.* This discussion was moved to Year 4. A local consultant will be hired to conduct it in March 2011.

### 3. ADMINISTRATIVE TASKS AND OUTPUTS

*Performance Monitoring Plan (PMP).* There were no revisions to the PMP this reporting period. The PMP had been previously reviewed by PROGATI in 2009. The resultant PMP Addendum responded to changes in the work environment and to reporting requirements. The Addendum was delivered to USAID in March 2010, and was subsequently approved by USAID.

*Short-term Technical Assistance.* In support of on-going technical and operational activities, PROGATI employed a number of specialists on short-term assignments during the reporting period (see Table 2).

**TABLE 2. SHORT-TERM ASSIGNMENTS, APRIL 2010 TO SEPTEMBER 2010**

Name	Title	General Scope of Work	Period in Bangladesh
Marc Andrew Alix	Fraud & Corruption Specialist	Design and conduct a TOT for CAG and ACC representatives on Documenting Cases of Fraud & Corruption, and on Ethics and Standards of Conduct.	March 24 – April 29 2010
Erik Bjers	IT Specialist	Assist with procurement and installation of IT equipment at JATRI and BAMU.	August 19 – September 7 2010
Sani Daher	Association & Business Strategic Management Specialist	Work with BWCCI to identify opportunities for income generation and to establish guidelines for increasing Board of Director involvement in oversight of association activities. Work with IBFB to further define its advocacy strategy. Conduct a workshop with JATRI staff on implementing strategic plans, and provide general guidance and support to JATRI staff on how to begin implementing the short-, medium, and long-term aspects of the plan.	August 3 – August 20 2010
Barbara Dury	Investigative Journalism Training Specialist	Assist JATRI in conducting tasks associated with a research project on "Ethics and Standards." Work with the JATRI team to plan a strategy for disseminating resulting information to the general public, conduct a training course with the JATRI staff on research and information dissemination methods, and provide recommendations on potential research projects for JATRI to pursue in Year 4.	29 July – August 22 2010
Ralph Frammolino	Journalism Training Specialist	Design and conduct training for CAG media cell. Assess progress on investigations using RTI initiated in the January to February 2010 assignment. Assess the impact of "Understanding the Content of CAG Audit Reports 1.0" as conducted in January 2009.	March 15 – April 9 2010
Ralph Frammolino	Journalism Training Specialist	Review JATRI institutional capacity and present recommendations on management, academic/policy direction, and expanded research opportunities making use of BRAC experts. Review/upgrade training modules and recommend areas for focused research. Develop recommendations on phased sustainability strategy over a multi-year period (five-year plan).	July 5 – August 4 2010
Rick Gold	Project Management Specialist	(LTTA) Manage and lead contractor-designated activities of the PROGATI program; assess PROGATI progress against targets established in the Year 3 Work Plan and offer recommendations to improve performance; review opportunities in the Parliament Component with focus on how to engage members in Civil Society; review potential	27 May – 23 June 2010

Name	Title	General Scope of Work	Period in Bangladesh
		areas for cross-component collaboration between PROGATI Partner ministries and civil society networks. Assume the duties of the Chief of Party (COP) until the arrival of the permanent replacement COP, and lead the transition to the new COP.	
Eunice Heredia-Ortiz	Public Finance Economist, Senior Development Specialist	Provide training to Budget Analysis Community of Practice members on Tax Policy Analysis and Public Budgeting. Also, work with PROGATI Budget Analysts to complete two research reports and design a two-day training module on Revenue Projections for Parliament Secretariat staff assigned to BAMU.	March 26 – April 16, 2010
Eunice Heredia-Ortiz	Public Finance Economist, Senior Development Specialist	Provide training to Budget Analysis Community of Practice members on “Revenue Projections. Work with PROGATI Budget Analysts to complete two research reports, propose additional training topics, and design a survey for MPs to obtain their feedback about seminars previously delivered and Briefing Notes.	July 30 – August 30 2010
Eileen Simpson	Fraud and Corruption Specialist	Assist four previously trained (March 2010) officials from the CAG to develop a module (and conduct a training) on “Ethics and Investigating Fraud and Corruption” for training of division level CAG officials. The course is to include three days of instruction, including one day on “Code of Ethics” and two days on “Documenting Cases of Fraud and Corruption.” Support delivery of two courses, one in Khulna and one in Chittagong. In consultation with CAG trainers, develop a six month training plan for replicating the “Ethics and Investigating Fraud and Corruption” course and participate in presentation of the training plan to the CAG. Design a questionnaire, with associated database and implementation plan, to assess Ministry official’s perception of CAG audit skills. And develop recommendations based on international best practices on the content of ethics and standards posters for public sector workplaces.	July 28 – August 22 2010

## 4. CHALLENGES

As is the case with any complex program, PROGATI faced a number of challenges during the reporting period. The most significant of these challenges are presented below.

### *A. Journalism Training and Research Initiative – moving forward with research activities.*

During this reporting period, JATRI has shown good progress on training, general public events, and has gained in research capacity. Though research lagged during the previous reporting period, JATRI completed two research pieces, one on “Women in Journalism”, and another on “New Media.” JATRI achievements this period were supported by the new recruitment of a Research Manager and continued international STTA.

Increased promotion is required of the Resource Center and its Archive (digital) facilities. These may be popularized and made accessible to journalists through targeted public campaigns that exhibit JATRI’s recent research and capacity.

Retaining staff has become a challenge for JATRI. BRAC University is working to define a solution for JATRI staff retention.

#### Adjustments to implementation plan:

JATRI and PROGATI continue to meet regularly to monitor progress and ensure efficient and full communication on key issues. PROGATI recently held discussion with IGS and JATRI about their overall strategy and future plans and overall sustainability issues of the center. BRAC University, especially VC Professor Ainun Nishat, has shown interest and given time to formulate a sustainability plan for the center. PROGATI will provide additional support through local and international STTA to ensure that JATRI tasks progress according to plan.

#### *B. Parliament Component—generating momentum.*

The BAMU model is now accepted, and the BAMU office is established and equipped. However, BAMU officials are not skilled enough to conduct budget analysis. As a result, MPs are not availing themselves of BAMU services. However, at this time, the Parliament Secretariat has already established a work plan for Year 4, which is a significant step in achieving BAMU's success. The big challenge for this component is to make BAMU functional, popular, and sustainable within the Parliament Secretariat. In Year 4, it is expected that BAMU officers will participate in the FY 2012 budget review and present it to the MPs.

#### Adjustments to implementation plan:

PROGATI has submitted work plans to Parliament that reflect new start dates for various activities in Year 4. The steering committee will meet in October to discuss the work plan and to schedule a presentation of the work plan to the Speaker, as well as to discuss potential dates for a "BAMU Launch" (expected for December 2010). PROGATI will continue to engage directly with the Speaker and the Parliament Secretary (and other Secretariat officials) to further build understanding within Parliament and the Parliament Secretariat about PROGATI objectives and the importance of BAMU. Atypical to other donor projects is the implementation of budget analysis-related activities, which will continue with support from PROGATI partner organizations. The aim is to achieve increased demand for analysis among parliamentarians and government officials.

## **5. FINANCIAL SUMMARY**

The PROGATI contract budget ceiling is [REDACTED]. Approximately \$8.55 million is for local sub-contracts and grant activities. A total of [REDACTED] had been obligated to the contract as of March 2010. [REDACTED] of the obligated amount was expended by late July, and notification was forwarded as required to USAID (July 23). Average monthly expenditures during the period April to September 2010 were [REDACTED]. This represents an expenditure level that is similar and consistent with the previous reporting period monthly average of [REDACTED].

Several factors indicate a continued pattern of solid expenditures in the coming period:

- Nearly [REDACTED] of planned grant and subcontract obligations during this reporting period are expected to be fully expended by early October 2010. We expect that USAID will release the next obligation early in FY 2011. Planned grants and subcontracts for the inception of the Year 4 Work Plan were developed for USAID approval in October and November; gaps in partner support and activity are not expected.
- A shift from international STTA to increased use of CCN STTA is already captured in the Year 4 work plan by PROGATI partners. This planned high use of local STTA will help to ensure increased momentum and skills-transfers .
- A strong focus on local Partner invoicing will continue, through regular meetings and "refresher" training courses for Partner staff on finances and accounting and budget preparation. These efforts will maintain regular billing on grants and subcontracts. As noted

earlier, PROGATI senior managers are working with staff and Partners to ensure our processes are as effective and efficient as possible.

PROGATI will continue to focus on achieving its objectives, producing high quality results and implementing activities according to schedules presented in its annual work plans. These factors will largely determine the success of the program, and success in these areas will, in turn, lead to continued high expenditures over the remaining life of the contract.

## **APPENDIX**

- 1. YEAR 3 TASKS AND PROGRESS AGAINST PLANNED ACHIEVEMENTS**
- 2. USAID PROGATI TARGETS AND ACHIEVEMENTS—USAID INDICATORS**
- 3. USAID PROGATI INDICATOR TARGET AND ACHIEVEMENT SUMMARY SHEET**
- 4. SEMI-ANNUAL EXPENDITURE REPORT**



USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Component 1: Media, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (Mar 2010)	Qtr												
						1	2	3	4									
						O	N	D	J	F	M	A	M	J	J	A	S	
39	Training 4: Story Telling	20 persons	Mon 3/1/10	Thu 4/29/10	Completed by JATRI, 1 batch, 21 persons													
42	Training 5: Investigative Techniques for Broadcast Journalists	20 persons	Sun 5/2/10	Wed 6/30/10	Completed by JATRI, 4 batches, 60 persons trained													
45	Training 6: Training of Trainers	15 persons	Tue 6/1/10	Thu 7/15/10	Completed by JATRI, 3 batches, 28 persons trained													
48	Training 7: Upazilla Parishad Budget and Implementation	100 persons	Tue 12/1/09	Thu 4/29/10	Completed by SoMaSHTE 5 batches, 103 persons trained.													
51	Training 8: Community Radio	60 persons	Mon 1/4/10	Mon 5/31/10	Planning on-going following STTA (E, Thielien)													
58	Training 9: Structure and Content of CAG Audit Reports	40 persons	Mon 2/1/10	Wed 6/30/10	Completed Two batches, one by MRDI, 17 persons trained. First batch by STTA (R).													
61	1.2.2. Award and implement Investigative Journalism Fellowships	40 persons	Tue 12/1/09	Thu 9/30/10														
62	Fellowships to Entry-level Journalists	20 fellowships awarded (4 focus on audit issues)	Mon 2/1/10	Thu 9/30/10	JATRI has awarded 8 journalist. The fellowship activities forwarded to year 4													
63	Fellowships to Women Journalists	20 fellowships awarded	Tue 12/1/09	Thu 9/30/10	Completed By NewsNetwork, First batch 20 persons and second batch 20 person completed both training and internship.													
64	1.2.3.a. Media CSOs working on transparency and corruption issues assisted [see training under 1.2.1. and 1.2.2.]	4 organizations	Thu 10/1/09	Thu 9/30/10	Four organizations assisted to date: JATRI, MRDI, SoMaSHTE, and BCDJUC.													
65	1.2.3.b. Non-state news outlets assisted on transparency and corruption issues [see training under 1.2.1. and 1.2.2.]	25 news outlets	Thu 10/1/09	Thu 9/30/10	Ninety Eight (98) outlets assisted.													
66	ER 1.3. Increase media capacity to advocate for legal reform and freedom of information laws	3 organizations	Thu 10/1/09	Thu 9/30/10	Three organizations assisted to date: MRDI, MMC, and BNNRC													
67	1.3.1.a. Media CSOs working on advocacy and legal reforms assisted [see training under 1.3.2.]	50 news outlets	Thu 10/1/09	Thu 9/30/10	Sixty-two (62) outlets assisted													
68	1.3.1.b. Non-state news outlets assisted on advocacy and legal reforms issues [see training under 1.3.2.]	250 persons	Thu 10/1/09	Thu 7/28/10	Completed by MMC, 6 batches, 119 persons trained.													
69	1.3.2. Train journalists on advocacy and legal reforms	5 batches, 100 persons	Thu 10/1/09	Thu 12/31/09	Completed by MRDI.													
70	a. Deliver Meaning and Use of RTI for Investigative Reporting module	Module summary	Mon 1/4/10	Fri 1/29/10														
71	b. Prepare Investigating Corruption and Use of RTI Ordinance module (Division level)	8 batches, 160 persons	Mon 2/1/10	Wed 6/30/10	Completed by MRDI, 8 batches, 160 persons trained.													
72	b. Deliver Investigating Corruption and Use of RTI Ordinance module (Division level)	4 field trips, 40 persons	Mon 3/1/10	Thu 7/29/10	Completed by MRDI													
73	c. Journalist field visits to PROGATI campaigns in Divisions	Handbook	Sun 1/3/10	Tue 8/31/10	Completed and printed by MRDI.													
74	1.3.3. Develop RTI Handbook for Journalists	Handbook	Sun 1/3/10	Fri 2/26/10														
75	Write RTI Handbook	Campaign	Thu 4/1/10	Wed 6/30/10	Completed by MRDI													
76	Conduct Public campaign on RTI law	5 presentations	Sun 5/2/10	Tue 8/31/10	Shifted to year 4. AS the use of RTI has not been practiced there is no experience to share till date													



USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Component 2 Civil Society, Status Report, September 2010

ID	Task Name	Output	Start	Finish
1	<b>ER 2.1. Build and strengthen existing civil society coalitions, networks, public-private partnerships</b>		<b>Sun 11/1/09</b>	<b>Thu 9/30/10</b>
2	2.1.1. + 2.1.2. Train civil society coalitions/organizations in management, communications and planning	4 coalitions, 120 organizations	Sun 11/29/09	Thu 9/30/10
3	Training 1: Preparing, Planning and Managing Campaigns (Entry Level)	3 coalitions, 80 organizations	Tue 12/1/09	Fri 5/28/10
6	Training 2: Preparing, Planning and Managing for Campaigns (Intermediate Level)	4 coalitions, 40 organizations	Tue 12/1/09	Fri 5/28/10
9	Training 3: Financial and Administrative Management (Intermediate Level)	4 coalitions, 40 organizations	Sun 1/10/10	Thu 9/30/10
12	Training 4: Leadership Development	4 coalitions, 40 organizations	Mon 2/1/10	Fri 7/30/10
15	Training 5: Training of Trainers	3 coalitions, 7 organizations	Sun 11/29/09	Sun 1/31/10
18	Training 6: Presenting Campaign Results to Government Officials (Intermediate Level)	3 coalitions, 40 organizations	Mon 3/1/10	Wed 6/30/10
21	Study Tour: Citizen Oversight Activities, location TBD	4 coalitions, 10 organizations	Sun 3/14/10	Wed 4/14/10
22	<b>2.1.3. Train civil society organization members in management, communications and planning</b>	<b>325 persons</b>	<b>Sun 12/27/09</b>	<b>Thu 9/30/10</b>
23	Training 1: Preparing, Planning and Managing Campaigns, Entry Level (see ID 3)	10 batches, 250 persons	Mon 2/1/10	Fri 5/28/10
24	Training 2: Preparing, Planning and Managing Campaigns, Intermediate Level (see ID 6)	3 batches, 75 persons	Mon 2/1/10	Fri 5/28/10
25	Training 3: Financial and Administrative Management, Intermediate Level (see ID 9)	3 batches, 75 persons	Sun 3/14/10	Thu 9/30/10
26	Training 4: Leadership Development (see ID 12)	3 batches, 75 persons	Sun 4/18/10	Fri 7/30/10
27	Training 5: Training of Trainers (see ID 15)	1 batch, 30 persons	Sun 12/27/09	Sun 1/31/10
28	Training 6: Presenting Campaign Results to Government Officials (see ID 18)	3 batches, 75 persons	Sun 4/4/10	Wed 6/30/10
29	Study Tour: Citizen Oversight Activities, location TBD (see ID 21)	10 persons	Sun 3/14/10	Wed 4/14/10
30	<b>2.1.4. Conduct anti-corruption awareness campaigns</b>	<b>110 campaigns</b>	<b>Tue 12/15/09</b>	<b>Wed 8/18/10</b>
31	Revise campaign strategies, approaches and materials	Guidebook	Tue 12/15/09	Wed 1/13/10
32	Implement campaigns	110 campaigns	Fri 1/22/10	Wed 8/18/10
33	<b>2.1.5 Meetings and Outreach Events</b>		<b>Sun 11/1/09</b>	<b>Thu 9/30/10</b>

USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Component 2: Civil Society, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Q1	Q2	Q3	Q4
34	Workshop: Network Lessons Learned (quarterly)	4 workshops	Sun 11/1/09	Tue 8/31/10	[Gantt chart showing activity from Q1 to Q4]			
35	Annual Lessons Learned Seminar	Seminar	Thu 7/1/10	Mon 9/13/10	[Gantt chart showing activity in Q3]			
38	Meeting: CSOs with GoB officials on Network activities (1 per division)	4 meetings	Mon 3/1/10	Thu 9/30/10	[Gantt chart showing activity from Q1 to Q4]			
39	Presentation: Meeting with CAG on Network activities	Presentation	Mon 2/1/10	Sun 2/28/10	[Gantt chart showing activity in Q1]			
40	International Anti-Corruption Day (9 December 2009)	11 campaigns	Sun 12/6/09	Thu 12/10/09	[Gantt chart showing activity in Q4]			
41	<b>ER 2.2. Build specialized CSO watchdog expertise to monitor, analyze and publicize corruption</b>		<b>Fri 10/2/09</b>	<b>Thu 9/30/10</b>	[Gantt chart showing activity from Q3 to Q4]			
42	2.2.1. Train civil society organizations in monitoring, analyzing and publicizing corruption	120 organizations	Sun 10/11/09	Wed 6/30/10	[Gantt chart showing activity from Q3 to Q4]			
43	Training 1: Monitoring, Analysis and Publicity of Key Issues--Scorecards (Entry Level)	80 organizations	Tue 12/1/09	Thu 6/3/10	[Gantt chart showing activity from Q3 to Q4]			
46	Training 2: Monitoring, Analysis and Publicity of Key Issues--Scorecards (Intermediate Level)	40 organizations	Tue 12/1/09	Wed 6/30/10	[Gantt chart showing activity from Q3 to Q4]			
49	Training 3: Monitoring, Analysis and Publicity of Key Issues--Tool TBD (Intermediate Level)	40 organizations	Sun 1/24/10	Wed 6/30/10	[Gantt chart showing activity from Q4 to Q1]			
52	Training 4: Avoiding Corruption for Women Entrepreneurs	1 organization	Sun 10/11/09	Sun 1/24/10	[Gantt chart showing activity from Q3 to Q4]			
55	2.2.2. Train civil society organization members in monitoring, analyzing and publicizing corruption	725 persons	Sun 11/15/09	Wed 6/30/10	[Gantt chart showing activity from Q3 to Q4]			
56	Training 1: Monitoring, Analysis and Publicity of Key Issues--Scorecards, Entry Level (see ID 43)	14 batches, 350 persons	Tue 2/2/10	Thu 6/3/10	[Gantt chart showing activity in Q1]			
57	Training 2: Monitoring, Analysis and Publicity of Key Issues--Scorecards, Intermediate Level (see ID 46)	3 batches, 75 persons	Mon 2/1/10	Wed 6/30/10	[Gantt chart showing activity from Q1 to Q4]			
58	Training 3: Monitoring, Analysis and Publicity of Key Issues--Tool TBD for Intermediate level (see ID 49)	3 batches, 75 persons	Thu 4/1/10	Wed 5/5/10	[Gantt chart showing activity in Q2]			
59	Training 4: Avoiding Corruption for Women Entrepreneurs (see ID 52)	12 batches, 300 persons	Sun 11/15/09	Sun 1/24/10	[Gantt chart showing activity from Q3 to Q4]			
60	2.2.3. Conduct anti-corruption monitoring, analysis and publicity campaigns Civil Society Organizations	121 campaigns	Fri 10/2/09	Thu 9/30/10	[Gantt chart showing activity from Q3 to Q4]			
61	Revise campaign strategies, approaches and materials	Guidebook	Mon 11/2/09	Wed 9/15/10	[Gantt chart showing activity from Q4 to Q1]			
62	Implement campaigns	Guidebook	Fri 11/13/09	Wed 12/30/09	[Gantt chart showing activity in Q4]			
63		110 campaigns	Tue 3/9/10	Wed 9/15/10	[Gantt chart showing activity from Q1 to Q4]			

USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Component 2. Civil Society, Status Report, September 2010

ID	Task Name	Output	Start	Finish
64	Orientation of GoB officials on citizen monitoring methodology	5 meetings	Mon 11/2/09	Wed 3/31/10
67	Business Associations	11 campaigns	Fri 10/2/09	Thu 9/30/10
68	Develop campaign strategies, approaches and materials	2 strategy documents	Fri 10/2/09	Sun 2/28/10
69	Research 1: Tax and Corruption, Issue A	1 Report, 1 presentation	Tue 10/6/09	Sun 1/31/10
70	Research 2: Bureaucracy and Corruption, Issue A	1 Report, 1 presentation	Tue 10/6/09	Sun 1/31/10
71	Research 3: Tax and Corruption, Issue B	1 Report, 1 presentation	Sun 1/31/10	Sun 3/14/10
72	Research 4: Bureaucracy and Corruption, Issue B	1 Report, 1 presentation	Sun 3/7/10	Thu 4/29/10
73	Research 5: Energy Sector and Corruption, Issue A	1 Report, 1 presentation	Thu 4/22/10	Wed 8/23/10
74	Research 6: Energy Sector and Corruption, Issue B	1 Report, 1 presentation	Sun 6/20/10	Sun 8/22/10
75	Annual General Meeting	Meeting, report	Sun 1/24/10	Tue 3/9/10
76	Implement campaigns	11 campaigns	Sun 1/18/09	Thu 9/30/10
77	ER 2.3. Increase citizen understanding of and participation in developing and overseeing GoB budgets		Fri 11/13/09	Thu 9/30/10
78	2.3.1. Train civil society organizations in issues of budget oversight	120 organizations	Tue 12/1/09	Wed 6/30/10
79	Training: Citizen Role in National Budget Oversight (Entry Level)	80 organizations	Tue 12/1/09	Wed 6/30/10
82	Training: Citizen Role in National Budget Oversight (Intermediate Level)	40 organizations	Tue 12/1/09	Tue 5/25/10
85	2.3.2. Train civil society organization members in issues of budget oversight	725 persons	Fri 1/22/10	Wed 6/30/10
86	Training: Citizen Role in National Budget Oversight, Entry Level (see ID 79)	26 batches, 650 persons	Mon 3/1/10	Wed 6/30/10
87	Training: Citizen Role in National Budget Oversight, Intermediate Level (see ID 82)	3 batches, 75 persons	Fri 1/22/10	Tue 5/25/10
88	2.3.3. Conduct budget oversight awareness raising campaigns	146 Campaigns	Fri 11/13/09	Thu 9/30/10
89	Revise campaign strategies, approaches and materials	Guidebook	Fri 11/13/09	Wed 12/30/09
90	Implement campaigns	146 Campaigns	Mon 5/31/10	Thu 9/30/10
91	ER 2.4. Increase opportunities for citizen participation in and oversight of national government decision making		Fri 11/20/09	Thu 9/30/10

USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Component 2. Civil Society, Status Report, September 2010

ID	Task Name	Output	Start	Finish
92	<b>2.4.1. Facilitate community-public institution consultations on local development issues and priorities</b>	<b>2 measures</b>	<b>Fri 12/4/09</b>	<b>Thu 9/30/10</b>
93	<b>Scorecards</b>	<b>Measure</b>	<b>Fri 12/4/09</b>	<b>Thu 9/30/10</b>
94	Identify Districts and CSOs for community-public institution mechanisms	Selection criteria, list of districts	<b>Fri 12/4/09</b>	<b>Wed 12/30/09</b>
95	Identify local level issues through district town hall meetings	Report, list of local issues	<b>Fri 12/18/09</b>	<b>Thu 1/14/10</b>
96	Develop district level work plans	Brief	<b>Thu 1/14/10</b>	<b>Mon 3/1/10</b>
97	Conduct quarterly campaigns at UP level on local corruption issues	Report	<b>Mon 3/1/10</b>	<b>Thu 9/30/10</b>
98	Conduct quarterly citizen monitoring campaigns at UP level	Report	<b>Mon 3/1/10</b>	<b>Thu 9/30/10</b>
99	<b>Community-Public Institution Consultation Measure 2 (TBD)</b>	<b>Measure</b>	<b>Mon 4/5/10</b>	<b>Fri 8/20/10</b>
100	Develop strategy, approach and materials	Guidebook	<b>Mon 4/5/10</b>	<b>Fri 8/18/10</b>
101	Implement measure	Report	<b>Tue 6/15/10</b>	<b>Fri 8/20/10</b>
102	<b>2.4.2. Facilitate community-led initiatives to improve government budget transparency and accountability</b>	<b>2 measures</b>	<b>Fri 11/20/09</b>	<b>Thu 9/30/10</b>
103	<b>Budget Dialogue</b>	<b>Measure</b>	<b>Fri 11/20/09</b>	<b>Thu 9/30/10</b>
104	Identify Districts and CSOs for community-led initiative mechanisms (see ID 87)	Selection criteria, list of districts	<b>Fri 11/20/09</b>	<b>Wed 12/16/09</b>
105	Identify local level issues through district town hall meetings	Report, list of local issues	<b>Fri 12/11/09</b>	<b>Thu 1/7/10</b>
106	Develop district level work plans	Brief	<b>Thu 1/7/10</b>	<b>Fri 2/5/10</b>
107	Conduct pre-budget town hall meeting with MPs on local budget priorities	Report	<b>Fri 2/5/10</b>	<b>Tue 8/8/10</b>
108	Conduct post-budget town hall meeting with MPs on local budget implementation	Report	<b>Thu 7/1/10</b>	<b>Thu 9/30/10</b>
109	<b>Community-led Budget Transparency Improvement Measure 2 (TBD)</b>	<b>Measure</b>	<b>Fri 2/26/10</b>	<b>Thu 9/30/10</b>
110	Develop strategy, approach and materials	Guidebook	<b>Fri 2/26/10</b>	<b>Mon 4/26/10</b>
111	Implement measure	Report	<b>Tue 4/27/10</b>	<b>Thu 9/30/10</b>

USAID PROGATI Work Plan Year 3, October 2009 to September 2010, Component 3: Public Institutions, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (Mar 2010)
1	<b>ER 3.1 Expand reporting authority of Office of the Comptroller and Auditor General beyond Parliament and Public Accounts Committee</b>		<b>Tue 10/27/09</b>	<b>Thu 9/16/10</b>	
2	3.1.1. Conduct public institution oversight awareness raising events	3 measures	Tue 10/27/09	Thu 9/16/10	
3	CAG and Media Increasing Transparency and Accountability	1 measure	Tue 10/27/09	Sun 1/24/10	
4	Presentation: CAG and media relations	Report, presentation	Tue 10/27/09	Tue 10/27/09	Complete. R. Frammolino presented keynote paper, 27 Oct 09
5	Presentation: Role and function of CAG (for Media)	Report, presentation	Sun 1/24/10	Sun 1/24/10	Complete. R. Frammolino presented keynote paper, 27 Jan 10.
6	<b>CAG and Civil Society Increasing Transparency and Accountability</b>	<b>1 measure</b>	<b>Tue 12/22/09</b>	<b>Wed 2/24/10</b>	
7	Presentation: CAG and Civil Society relations	Report, presentation	Tue 12/22/09	Tue 12/22/09	Complete. Mr. Sohail Iqbal presented keynote paper, 7 Dec 09
8	Presentation: Role and function of CAG (for CSOs)	Report, presentation	Wed 2/24/10	Wed 2/24/10	Complete. Presentation made by Component Manager on 23 June 2010
9	<b>CAG and Parliament Increasing Transparency and Accountability</b>	<b>1 measure</b>	<b>Mon 1/11/10</b>	<b>Mon 5/17/10</b>	
10	Presentation: CAG and PAC relations	Brief, presentation	Mon 1/11/10	Mon 1/11/10	Completed by BEI, 26 Jan 10
11	Presentation: CAG, PUC, and EC relations	Brief, presentation	Sun 3/21/10	Sun 3/21/10	Completed by BEI, 19 Apr 10
12	Presentation: Parliament and oversight through audits (for MPs)	Brief, presentation	Mon 5/17/10	Mon 5/17/10	
13	Presentation: Auditor-Auditee relations (in Divisions)	4 presentations	Mon 2/8/10	Thu 9/16/10	Three presentation out of four has completed by BEI. Fourth one will be completed by December 2010.
14	<b>3.1.2. Expand recipients and users of C&amp;AG audit reports</b>	<b>30 persons</b>	<b>Sun 11/1/09</b>	<b>Thu 4/15/10</b>	
15	Procure IT equipment	IT inventory list	Sun 11/1/09	Sun 2/28/10	On-going. PO prepared for submission to USAID.
16	Design summary statistics template	Mechanism (template)	Sun 1/9/10	Wed 3/31/10	On-going. CCN STTA will conclude work by November 10.
17	Design summary report template for media and civil society	Mechanism (template)	Sun 1/17/10	Thu 4/15/10	Complete. R. Frammolino drafted template for approval by CAG.
18	<b>ER 3.2. Increase effectiveness of CAG procedures for oversight and operating systems</b>		<b>Mon 10/5/09</b>	<b>Thu 7/29/10</b>	
19	3.2.1 Review and revise CAG procedures and systems	1 mechanism	Sun 11/1/09	Sun 2/28/10	
20	Review and revise RIGA audit checklist	1 mechanism	Sun 11/1/09	Sun 2/28/10	Completed by BEI.
21	3.2.2. Train CAG staff members on transparency and accountability issues	160 persons	Mon 10/5/09	Thu 7/29/10	
22	Training: Fraud and Corruption	80 persons	Mon 10/5/09	Tue 12/15/09	Completed by STTA M. Alix; 112 persons trained.
25	Training: Use of revised audit checklist	100 persons	Mon 2/1/10	Fri 4/30/10	Completed by BEI; 100 persons trained.
28	Field visit: CAG to PROGATI campaigns in Divisions (Citizen Monitoring)	2 field trips, 10 persons	Mon 3/1/10	Thu 7/29/10	Completed by BEI.

USAID PROGATI Work Plan Year 3, October 2009 to September 2010, Component 3: Public Institutions, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (Mar 2010)
29	Study Tour, Audit institution in Commonwealth country TBD	Trip Report, 8 persons participate	Mon 7/19/10	Tue 7/27/10	
30	<b>ER 3.3. Strengthen policy formulation and implementation capacities</b>		Mon 10/19/09	Tue 8/31/10	
31	3.3.1. Train public institutions staff members in policy formulation and implementation	45 persons	Mon 10/19/09	Thu 7/29/10	
32	Assess monitoring and control bodies of partner ministries	Brief, recommendations	Mon 10/19/09	Fri 11/20/09	Complete. See STTA (D. Rudisuhle) report "Promoting Transparency and Accountability Through Initiatives ..." (Dec 09).
33	Assess needs for staff capacity strengthening	Brief, recommendations	Mon 10/19/09	Fri 11/20/09	Complete. See STTA (D. Rudisuhle) report "Promoting Transparency and Accountability Through Initiatives ..." (Dec 09).
34	<b>Training: Policy development</b>	30 persons	Mon 1/4/10	Fri 2/26/10	Preparation on-going. Will be completed by STTA (M. Alix) in Dec. 10.
35	Prepare Policy Development module	Module summary	Mon 1/4/10	Thu 1/28/10	Preparation on-going. Will be completed by STTA (M. Alix) in Dec. 10.
36	Deliver Policy Development module	2 batches, 30 persons	Mon 2/1/10	Fri 2/26/10	Preparation on-going. Will be completed by STTA (M. Alix) in Dec. 10.
37	<b>Training: Policy implementation</b>	30 persons	Mon 1/4/10	Fri 2/26/10	Preparation on-going. Will be completed by STTA (M. Alix) in Dec. 10.
38	Prepare Policy Implementation module	Module summary	Mon 1/4/10	Thu 1/28/10	Preparation on-going. Will be completed by STTA (M. Alix) in Dec. 10.
39	Deliver Policy Implementation module	2 batches, 30 persons	Mon 2/1/10	Fri 2/26/10	Preparation on-going. Will be completed by STTA (M. Alix) in Dec. 10.
40	Field visit: Public Institution staff to PROGATI campaigns in Divisions (Citizen Monitoring and Budget Awareness)	2 field trips, 10 persons	Mon 3/1/10	Thu 7/29/10	Completed by BEI.
41	<b>3.3.2. Form public-private partnerships for policy formulation</b>	2 measures	Mon 12/14/09	Tue 8/31/10	
42	Identify policy issues for partnership	Brief, recommendations	Mon 12/14/09	Fri 1/29/10	Complete. See STTA (D. Rudisuhle) report "Promoting Transparency and Accountability Through Initiatives ..." (Dec 09).
43	Design and implement partnership initiatives	2 measures	Mon 1/18/10	Tue 8/31/10	Planning on-going with Ministries (see draft work plans submitted to Ministries, Mar 10).
44	<b>ER 3.4. Improve intra-governmental consultation and information</b>		Mon 10/19/09	Tue 8/31/10	
45	<b>3.4.1. Facilitate intra-government consultation groups</b>	2 measures	Mon 10/19/09	Tue 8/31/10	
46	Assess and identify opportunities for CAG-Public Institution consultation on key issues	Brief, recommendations	Mon 10/19/09	Fri 11/20/09	Complete. Report being finalized by Component Manager.
47	Design and implement initiative to support CAG-Public Institution consultation on key issues	1 measure	Mon 12/14/09	Tue 8/31/10	Planning on-going with Ministries (see draft work plans submitted to Ministries, Mar 10), will be completed by Dec. 10.
48	Assess and identify opportunities for CAG-ACC consultation on key issues	Brief, recommendations	Mon 10/19/09	Fri 11/20/09	Planning on-going, supported by BEI
49	Design and implement initiative to support CAG-ACC consultation on key issues	1 measure	Mon 12/14/09	Tue 8/31/10	Planning on-going, supported by BEI
50	Study Tour: CAG and ACC to Thailand (visit NACC and AG Offices)	Trip report, 8 persons participate	Mon 3/1/10	Fri 3/12/10	Complete, 22-27 Feb 10.

USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Component 4: Parliament, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (Mar 2010)
1	ER 4.1. Establish a functioning BAMU in Parliament Secretariat		Sun 11/1/09	Thu 8/19/10	
2	4.1.1. Establish BAMU facilities	1 organization	Sun 11/1/09	Sun 2/28/10	
3	Secure office space in Parliament Secretariat	Authorization letter	Tue 12/1/09	Sun 1/17/10	Completed on 28 March 2010
4	Procure IT equipment	IT inventory list	Sun 11/1/09	Sun 2/28/10	Completed
5	Study tour: Canadian Parliament budget office	Trip report, 10 participants	Sun 2/14/10	Sun 2/28/10	Moved to Next Year Work Plan
6	4.1.2. + 4.1.3. Establish BAMU staffing profile	10 persons	Tue 12/1/09	Sun 2/28/10	
7	Formalize staff assignments	10 persons	Tue 12/1/09	Sun 2/28/10	New staff assigned as planned on 04 Jan 2010
8	Orient staff on BAMU vision, mission and work plan	Orientation	Sun 1/3/10	Sun 2/28/10	Moved to Next Year Work Plan
9	4.1.4. Establish BAMU management and operations procedures and policies	1 mechanism	Mon 3/1/10	Fri 4/30/10	
10	Write and gain approval for BAMU Management and Operations Handbook	Handbook	Mon 3/1/10	Fri 4/30/10	Moved to Next Year Work Plan
11	4.1.5. Develop BAMU staff technical skills	10 persons	Sun 2/14/10	Thu 8/19/10	
12	Training 1: Linking Budgets and Policy	10 persons	Sun 2/14/10	Thu 3/11/10	Unnayan Shamunay conducted the training, 8 members participated
15	Training 2: Understanding MoF Reports	10 persons	Sun 2/14/10	Thu 3/11/10	Unnayan Shamunay conducted the training, 8 members participated
18	Training 3: Gender Sensitive Budgeting	10 persons	Sun 2/14/10	Thu 3/11/10	Unnayan Shamunay conducted the training, 12 members participated
21	Training 4: Macro-economy	10 persons	Sun 3/21/10	Thu 4/22/10	Unnayan Shamunay conducted the training, 13 members participated
24	Training 5: Budget Classification	10 persons	Sun 3/21/10	Thu 4/22/10	Unnayan Shamunay conducted the training, 7 members participated
27	Training 6: Program and Capital Budget	10 persons	Sun 5/2/10	Tue 6/1/10	Unnayan Shamunay conducted the training, 12 members participated
30	Training 7: Report Writing Skills	10 persons	Sun 5/2/10	Thu 6/3/10	Moved to Next Year Work Plan
33	Training 8: Presentation Skills	10 persons	Sun 7/11/10	Thu 8/19/10	Moved to Next Year Work Plan
36	ER 4.2 Increase Parliament capacity to influence the budget		Wed 9/30/09	Thu 9/30/10	
37	4.2.1. Revise Parliamentary Rules and Procedures	No Target	Wed 9/30/09	Wed 9/30/09	Task dropped from Work Plan and PMP.
38	4.2.2. Raise awareness among MPs and Secretariat staff on budget transparency and accountability issues	14 reports, 14 seminars, 50 participants from Parliament	Mon 11/23/09	Thu 9/30/10	
39	Seminar 1: Parliament's Role in budget making under the MTBF	Report, seminar, 20 participants from Parliament	Fri 1/1/10	Sun 1/31/10	Completed by PRI, 30 May 10 (morning session)
40	Seminar 2: The budget at mid-year	Report, seminar, 20 participants from Parliament	Fri 1/1/10	Sun 1/31/10	Completed by PRI, 30 May 10 (evening session)
41	Seminar 3: The budget and the economy (1)	Report, seminar, 20 participants from Parliament	Mon 2/1/10	Sun 2/28/10	Completed by BIDS, 21 Mar 10
42	Seminar 4: Parliamentary fiscal oversight mechanisms	Report, seminar, 20 participants from Parliament	Thu 4/1/10	Fri 4/30/10	Completed by PRI, 23 May 10.
43	Seminar 5: The budget and the economy (2)	Report, seminar, 20 participants from Parliament	Sun 5/2/10	Mon 5/31/10	Completed by BIDS, 04 Apr 10.



USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Component 4: Parliament, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (Mar 2010)
69	Analysis 3: PRSP and current poverty situation	Brief	Wed 8/23/10	Sun 7/25/10	Two Budget Analysts hired, will prepare such briefs next year
70	Analysis 4: Government expenditures	3 quarterly reports, 3 presentations, 45 MPs attend	Mon 3/22/10	Sun 8/8/10	Two Budget Analysts hired, will prepare such briefs next year
71	Analysis 5: Budget topics (on request of MPs)	4 memos, 2 presentations, 25 MPs attend	Mon 3/29/10	Tue 8/31/10	Two Budget Analysts hired, will prepare such briefs next year
72	<b>4.2.4 Strengthen Community of Practice</b>	20 persons	Tue 12/29/09	Thu 3/25/10	
73	<b>Training 1: Taxation and Budget Analysis</b>	20 persons	Sun 2/14/10	Thu 3/25/10	
74	Develop Taxation and Budget Analysis module	Module summary (12 hrs)	Sun 2/14/10	Sun 2/28/10	Completed by E. H. Ortiz on April 11-13, 2010, 21 members participated.
75	Deliver Taxation and Budget Analysis module	1 batch, 20 persons	Sun 3/7/10	Thu 3/25/10	Completed by E. H. Ortiz on April 11-13, 2010, 21 members participated.
76	<b>Training 2: Revenue Projections and Budget Analysis</b>	20 persons	Tue 12/29/09	Thu 3/25/10	
77	Develop Revenue Projection and Budget Analysis module	Module summary (12 hrs)	Tue 12/29/09	Sun 2/28/10	Completed by E. H. Ortiz on August 09-11, 2010, 19 members participated
78	Deliver Revenue Projection and Budget Analysis module	1 batch, 20 persons	Sun 3/7/10	Thu 3/25/10	Completed by E. H. Ortiz on August 09-11, 2010, 19 members participated

USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Windows of Opportunity, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (September 2010)
1	<b>ER 5.1. Provide technical assistance as requested</b>		Sat 5/15/10	Thu 5/30/11	
2	<b>5.1.1. Support to the Bangladesh Union Parishad Forum</b>	1 organization	Sat 5/15/10	Thu 9/30/10	Complete, 15 May 10, 79 persons participated.
3	Advocacy Seminar in Rangpur	75 persons	Sat 5/15/10	Sat 5/15/10	Complete, 3 Jun 10, 78 persons participated.
4	Advocacy Seminar in Chittagong	75 persons	Thu 6/3/10	Thu 6/3/10	Complete, 19 Jun 10, 75 persons participated
5	Advocacy Seminar in Dhaka	75 persons	Sat 6/19/10	Mon 7/19/10	Complete, 6 Jun 10.
6	Press Conference 1	press reports	Sun 6/6/10	Sat 7/3/10	Complete, Training held in Dhaka 3-5 Aug 10 (batch-1), 21-23 Sept 10 (batch-2), 25-27 Sept 10 (batch-3) and 28-30 Sept 10 (batch-4)
7	Training on Accountability and Transparency in Union Parishad Resource Management	100 persons	Tue 8/3/10	Thu 9/30/10	
8	<b>5.1.2. Support to the Municipality Association of Bangladesh</b>	1 organization	Thu 6/3/10	Sun 8/29/10	Complete, 29 Aug 10, 356 persons participated
9	Advocacy Seminar	75 persons	Sun 8/29/10	Sun 8/29/10	Complete, 1 Aug 10, 234 persons participated.
10	Joint MAB / BUPF National Seminar	200 persons	Sun 8/1/10	Sun 8/1/10	Complete, 15 Jul 10, 57 persons participated
11	Workshop with Media Professionals	45 persons	Thu 7/15/10	Thu 7/15/10	Complete, 3 Jun 10.
12	Press Conference 1	press reports	Thu 6/3/10	Thu 6/3/10	Internal discussion on-going. Will commence in third semester.
13	<b>5.1.3. Innovative Anti-Corruption Measures</b>	3 measures	Mon 11/1/10	Thu 6/30/11	Will commence in third semester.
14	Solicit proposals	RFA	Mon 11/1/10	Tue 11/30/10	
15	Select partners and measures and design grants	3 grant awards	Mon 11/1/10	Tue 11/30/10	
16	Implement measures	3 measures	Wed 12/1/10	Thu 6/30/11	

USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010, Windows of Opportunity, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (September 2010)
1	<b>ER 5.1. Provide technical assistance as requested</b>		<b>Sat 5/15/10</b>	<b>Thu 9/30/11</b>	
2	<b>5.1.1. Support to the Bangladesh Union Parishad Forum</b>	<b>1 organization</b>	<b>Sat 5/15/10</b>	<b>Thu 9/30/10</b>	
3	Advocacy Seminar in Rangpur	75 persons	Sat 5/15/10	Sat 5/15/10	Complete, 15 May 10, 79 persons participated.
4	Advocacy Seminar in Chittagong	75 persons	Thu 6/3/10	Thu 6/3/10	Complete, 3 Jun 10, 78 persons participated.
5	Advocacy Seminar in Dhaka	75 persons	Sat 6/19/10	Mon 7/19/10	Complete, 19 Jun 10, 75 persons participated
6	Press Conference 1	press reports	Sun 6/6/10	Sat 7/3/10	Complete, 6 Jun 10.
7	Training on Accountability and Transparency in Union Parishad Resource Management	100 persons	Tue 8/3/10	Thu 9/30/10	Complete, Training held in Dhaka 3-5 Aug 10 (batch-1), 21-23 Sept 10 (batch-2), 25-27 Sept 10 (batch-3) and 28-30 Sept 10 (batch-4)
8	<b>5.1.2. Support to the Municipality Association of Bangladesh</b>	<b>1 organization</b>	<b>Thu 6/3/10</b>	<b>Sun 8/29/10</b>	
9	Advocacy Seminar	75 persons	Sun 8/29/10	Sun 8/29/10	Complete, 29 Aug 10, 356 persons participated
10	Joint MAB / BUPF National Seminar	200 persons	Sun 8/1/10	Sun 8/1/10	Complete, 1 Aug 10, 234 persons participated.
11	Workshop with Media Professionals	45 persons	Thu 7/15/10	Thu 7/15/10	Complete, 15 Jul 10, 57 persons participated
12	Press Conference 1	press reports	Thu 6/3/10	Thu 6/3/10	Complete, 3 Jun 10.
13	<b>5.1.3. Innovative Anti-Corruption Measures</b>	<b>3 measures</b>	<b>Mon 11/1/10</b>	<b>Thu 6/30/11</b>	
14	Solicit proposals	RFA	Mon 11/1/10	Tue 11/30/10	Internal discussion on-going. Will commence in third semester.
15	Select partners and measures and design grants	3 grant awards	Mon 11/1/10	Tue 11/30/10	Will commence in third semester.
16	Implement measures	3 measures	Wed 12/1/10	Thu 6/30/11	

USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010: Leadership and Organization Capacity Building, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (Mar 2010)
1	<b>Leadership and Relationship Strengthening</b>		Mon 11/16/09	Mon 8/16/10	
2	<b>Strengthen Executive Leadership (themes under discussion)</b>	2 presentations	Wed 12/16/09	Wed 6/16/10	
3	Presentation: Leading Organizational Change	Presentation	Wed 12/16/09	Wed 12/16/09	Complete. See STTA (S. Daher) report and presentation slides (Dec 09).
4	Presentation: Internal Communications	Presentation	Wed 6/16/10	Wed 6/16/10	
5	<b>Strengthen Mid-level Manager Skills</b>	4 short courses	Mon 11/16/09	Mon 8/16/10	
6	Short course: Monitoring and Assessing Progress	Short Course	Mon 11/16/09	Mon 11/16/09	Complete, Session during Management Group Meeting Nov. 09
7	Short course: Monitoring and Assessing Progress	Short Course	Mon 2/15/10	Mon 2/15/10	Move to Year 4
8	Short course: Managing Meetings	Short Course	Mon 5/17/10	Tue 5/18/10	Move to Year 4
9	Short course: Public Presentation Skills	Short Course	Mon 8/16/10	Mon 8/16/10	Move to Year 4
10	<b>Conduct Quarterly Management Group Meetings</b>	4 meetings	Mon 11/16/09	Mon 8/16/10	
11	Quarterly Meeting 1	Meeting	Mon 11/16/09	Mon 11/16/09	Complete, 17 Nov 09.
12	Quarterly Meeting 2	Meeting	Mon 2/15/10	Mon 2/15/10	Complete, 15 Feb 09.
13	Quarterly Meeting 3	Meeting	Mon 5/17/10	Mon 5/17/10	Completed, 24 May 2010
14	Quarterly Meeting 4	Meeting	Mon 8/16/10	Mon 8/16/10	Completed 27 July 2010
15	<b>Conduct Semi-Annual Advisory Group Meetings</b>	2 meetings	Wed 12/16/09	Wed 6/16/10	
16	Semi-Annual Meeting 1	Meeting	Wed 12/16/09	Wed 12/16/09	Complete, 13 Dec 09
17	Semi-Annual Meeting 2	Meeting	Wed 6/16/10	Wed 6/16/10	Completed, 13 July 2010
18	<b>Strengthen Partner Organization Capacity</b>		Sun 11/1/09	Thu 9/30/10	
19	<b>Training: Financial Accounting</b>	40 persons	Sun 11/1/09	Thu 9/30/10	
20	Training: Year 2 Group, beginner	Module summary, 18 days, 10 persons	Sun 1/17/10	Tue 8/17/10	Completed. Reported under CS component
21	Training: Year 2 Group, intermediate	Module summary, 18 days, 10 persons	Sun 1/17/10	Tue 8/17/10	Completed. Reported under CS component
22	Training: Year 3 Group, beginner	Module summary, 18 days, 10 persons	Sun 2/21/10	Thu 9/30/10	Completed. Reported under CS component
23	Training: Year 3 Group, intermediate	Module summary, 18 days, 10 persons	Sun 2/21/10	Thu 9/30/10	Completed. Reported under CS component
24	Develop Financial, Administrative and Operations Manuals	6 Partner Finance and Administrative Manuals improved	Sun 11/1/09	Mon 5/31/10	Manuals completed for BEI, BWCCI, DW, KF, MRDI, JATRI & Rupanlar
25	Training: General Management (report writing, communications, facilitation)	Module summary, 9 days, 10 persons	Sun 2/14/10	Wed 5/30/10	Not completed due to improve performance of partners
26	Training: Budget Formulation and Management	Module summary, 6 days, 20 persons	Sun 6/13/10	Thu 9/30/10	Not completed due to improve performance of partners

USAID PROGATI Project Work Plan Year 3, October 2009 to September 2010; Project Management, Status Report, September 2010

ID	Task Name	Output	Start	Finish	Status (Mar 2010)
1	1. Conduct PMP surveys and interviews (M&E)		Tue 12/1/09	Thu 9/30/10	
2	Media Sustainability Index (1.6.3.)	Brief	Thu 4/1/10	Wed 6/30/10	Completed
3	Public perception of partner CSOs, coalitions, networks and alliances (2.5.1)	Brief	Tue 12/1/09	Fri 4/30/10	Move to year 4
4	Depth of partnership within partner civil society coalitions, networks and alliances (2.5.2.)	Brief	Tue 12/1/09	Thu 4/1/10	Complete. See STTA (D. Ashman) report "Depth of Anti-Corruption Partnerships" (Apr 10).
5	Community representative satisfaction with quality and impact of participation in budget oversight (2.5.3.)	Brief	Tue 12/1/09	Fri 4/30/10	completed
6	Survey on CAG audit skills (3.5.1.)	Brief	Fri 1/1/10	Wed 3/31/10	move to year 4
7	Expert panel: Parliament oversight capacity (4.3.1.)	Brief	Tue 12/15/09	Sun 2/28/10	Complete, 30 Jan 10.
8	FGD: Public institution representative perception of Parliament oversight capacity (4.3.2.)	Brief	Sun 4/1/10	Fri 6/25/10	
9	Field monitoring of Component activities	Data, Event Reports	Fri 1/1/10	Thu 9/30/10	On-going
10	2. Maintain secondary data source database (e.g., Freedom House, World Bank, Transparency International)	Database	Sun 11/1/09	Thu 9/30/10	
11	Finalize database design	Database	Sun 11/1/09	Tue 12/15/09	On-going (TI index)
12	Collect and enter data (periodically, as available)	Database	Sun 11/1/09	Thu 9/30/10	On-going (TI index)
13	3. Review and update PMP	Brief	Sun 8/15/10	Thu 10/28/10	
14	Analyze PMP indicator appropriateness, usefulness	Brief	Sun 8/15/10	Wed 9/15/10	Complete. See STTA (R. Gold) field trip report (Apr 10).
15	Revise PMP as appropriate, submit to USAID	Revised PMP	Sun 9/19/10	Thu 10/28/10	Complete. And got approval
16	4. Develop Work Plan Year 4	Work Plan Year 4	Sun 7/11/10	Thu 9/30/10	
17	Internal meeting: schedule, roles and responsibilities	Meeting	Sun 7/11/10	Thu 7/15/10	Complete, 27 July 2010
18	All Partner meeting 1: Schedule, milestones, responsibilities	Meeting	Tue 7/27/10	Tue 7/27/10	Complete : 02 September 2010
19	All Partner meeting 2: Schedule, milestones, responsibilities	Meeting	Mon 8/30/10	Mon 8/30/10	complete : 13 July 2010 (advisory gp meeting)
20	Component and cross-Component meetings	Draft Component Plans	Sun 8/1/10	Wed 9/9/10	Complete : through August & September
21	Consolidate drafts, write narrative	Draft Plan	Sun 9/12/10	Thu 9/30/10	Complete: 19 September 2010
22	Deliver to USAID	Final Plan	Thu 9/30/10	Thu 9/30/10	Delivered to USAID : 31 October 2010
23	5. Reporting and Information Dissemination		Thu 10/1/09	Thu 10/28/10	
24	Deliver Semi-Annual Report, October 2009 to March 2010	Report	Fri 4/30/10	Fri 4/30/10	Complete.
25	Deliver Semi-Annual Report, April to September 2010	Report	Thu 10/28/10	Thu 10/28/10	Complete this report
26	Deliver Annual Inventory Report	Report	Fri 10/1/10	Fri 10/1/10	Complete this report
27	Develop project website	Project website	Sun 11/1/09	Thu 9/30/10	
28	Design and build website	Website	Sun 11/1/09	Sun 1/31/10	Move to year 4
29	Launch website	Website	Sun 1/31/10	Sun 1/31/10	Move to year 4
30	Maintain website	Website	Mon 2/1/10	Thu 9/30/10	move to year 4
31	Maintain "Bangladesh Anti-Corruption Community" Facebook group	Group Page	Thu 10/1/09	Thu 9/30/10	On-going

## USAID PROGATI Indicator Correspondence Chart (Revised; January 2010)

*Indicates new or dropped indicator*

Indicators	Corresponding PROGATI Indicators	2010 Targets (revised)			2010 Actual to September 2010		
		Total	Women	Men	Total	Women	Men
<p><b>Government officials receiving anti-corruption training</b></p> <p><i>Definition:</i> Persons must be from government. Training refers to all training or education events whether short-term or long-term, in-country or abroad. <i>Unit (disaggregation):</i> Person (male/female).</p>	3.2.2.a., 3.3.1.a., 4.2.2.a.	265	132	133	319	49	270
<p><b>Person-days government officials receiving anti-corruption training</b></p> <p><i>Project generated indicator</i></p> <p><i>Definition:</i> 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. <i>Unit (disaggregation):</i> Person-day (male/female).</p>	3.2.2.b., 3.3.1.b., 4.2.2.b.	690	344	346	916	152	764
<p><b>People affiliated with non-governmental organizations receiving anti-corruption training</b></p> <p><i>Definition:</i> Persons may not be from government. Training refers to all training or education events whether short-term or long-term, in-country or abroad. <i>Unit (disaggregation):</i> Person (male/female).</p>	1.4.2.a., 2.1.3.a., 2.2.2.a., 2.3.2.a., 4.2.4.a.	1,025	512	513	1,674	1,030	644
<p><b>Person-days people affiliated with non-governmental organizations receiving anti-corruption training</b></p> <p><i>Project generated indicator</i></p> <p><i>Definition:</i> 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. <i>Unit (disaggregation):</i> Person-day (male/female).</p>	1.4.2.b., 2.1.3.b., 2.2.2.b., 2.3.2.b., 4.2.4.b.	9,000	4,495	4,505	9,397	4,597	4,800
<p><b>Mechanisms for external oversight of public resource use supported</b></p> <p><i>Definition:</i> 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. <i>Unit (disaggregation):</i> Mechanism.</p>	3.2.1., 3.1.1., 4.1.4.	3	N/A	N/A	2	N/A	N/A

## USAID PROGATI Indicator Correspondence Chart (Revised; January 2010)

*Indicates new or dropped indicator*

Indicators	Corresponding PROGATI Indicators	2010 Targets (revised)			2010 Actual to September 2010		
		Total	Women	Men	Total	Women	Men
<p><b>Anti-corruption measures implemented</b></p> <p><i>Definition:</i> 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 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, &amp; 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. <i>Unit (disaggregation):</i> Measure.</p>	2.4.1.; 2.4.2.; 3.1.1.; 3.3.2.; 3.4.1	11	N/A	N/A	10	N/A	N/A
<p><b>CSO advocacy campaigns supported</b></p> <p><i>Definition:</i> Advocacy campaigns can be at the national, regional or local levels. <i>Unit (disaggregation):</i> Campaign.</p>	2.1.4.; 2.2.3.; 2.3.3	377	N/A	N/A	378	N/A	N/A
<p><b>Persons participating in CSO advocacy campaigns</b> <i>Project generated indicator</i></p> <p><i>Definition:</i> 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). <i>Unit (disaggregation):</i> Person.</p>	2.1.5.; 2.2.4.; 2.3.4	95,450	N/A	N/A	130,206	N/A	N/A
<p><b>Civil society organizations that engage in advocacy and watchdog functions supported</b></p> <p><i>Definition:</i> CSOs must be actively engaged in these functions, and be able to demonstrate that they are so engaged. <i>Unit (disaggregation):</i> Organization.</p>	1.4.1.; 2.1.1.; 2.1.2.a.; 2.2.1.; 2.3.1	120	N/A	N/A	353	N/A	N/A
<p><b>Government media relations staff trained</b></p> <p><i>Definition:</i> 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. <i>Unit (disaggregation):</i> Person (male/female)</p>	1.5.1.a	300	150	150	351	61	290
<p><b>Person-days government media relations staff trained</b> <i>Project generated indicator</i></p> <p><i>Definition:</i> 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. <i>Unit (disaggregation):</i> Person-day (male/female).</p>	1.5.1.b	600	300	300	1,629	323	1,306
<p><b>Journalists trained</b></p> <p><i>Definition:</i> Training refers to all training or education events whether short-term or long-term, in-country or abroad. <i>Unit (disaggregation):</i> Person (male/female).</p>	1.2.1.a.; 1.2.2.; 1.3.2.a	570	285	285	679	126	553

## USAID PROGATI Indicator Correspondence Chart (Revised; January 2010)

*Indicates new or dropped indicator*

Indicators	Corresponding PROGATI Indicators	2010 Targets (revised)			2010 Actual to September 2010		
		Total	Women	Men	Total	Women	Men
<b>Person-days journalists trained</b> <i>Project generated indicator</i> 13 <b>Definition:</b> 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. <b>Unit (disaggregation):</b> Person-day (male/female).	1.2.1.b., 1.3.2.b.	1,950	975	975	1,635	271	1,364
<b>Media civil society organizations and/or support institutions assisted</b> 14 <b>Definition:</b> To qualify CSOs and institutions must have 'the media' as at least one substantive component of their mission or agenda. <b>Unit (disaggregation):</b> Organization.	1.1.1., 1.2.3.a., 1.3.1.a.	8	N/A	N/A	6	N/A	N/A
<b>Non-state news outlets assisted</b> 15 <b>Definition:</b> 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. <b>Unit (disaggregation):</b> Outlet.	1.2.3.b., 1.3.1.b.	75	N/A	N/A	126	N/A	N/A
<b>CSOs using USG assistance to improve internal organization capacity</b> 16 <b>Definition:</b> 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. <b>Unit (disaggregation):</b> Organization.	2.1.2.b.	10	N/A	N/A	8	N/A	N/A
<b>Positive modifications to enabling legislation or regulation for civil society accomplished</b> 17 <b>Definition:</b> Positive modifications are new or amended laws, or new or amended regulations, that are intended & considered to improve the enabling environment for civil society, civil society organizations, and freedom of association and assembly. <b>Unit (disaggregation):</b> Modification.		N/A	N/A	N/A	N/A	N/A	N/A

Total persons trained	2,160	1,079	1,081	3,023	1,266	1,757
Total person-days training	12,240	6,114	6,126	13,577	5,343	8,234
Average person-days training per person	5.7	5.7	5.7	4.5	4.2	4.7

**USAID PROGATI Indicator FY2010 Target and Achievement Summary Sheet (Revised Targets: January 2010)**

*Indicates new or dropped indicator*

ID	Indicator	Type	Unit	Disaggregate	Planned			Actual (Oct 2009 to Sept 2010)				
					M	F	T	M	F	T		
1	Center for Investigative Journalism facilities	Organization Count, Media	Organization	Type (CSO, media, government)			1					1
2	Center for Investigative Journalism Advisory Board	Beneficiary Count	Person	Gender (M/F)	5	5	10	3	3			6
3	Center for Investigative Journalism management staffing profile	Beneficiary Count	Person	Gender (M/F)	7	6	13	9	3			12
4	Center for Investigative Journalism technical staffing profile	Beneficiary Count	Person	Gender (M/F)	6	4	10	4	4			8
5	Center for Investigative Journalism standard management and operations procedures and policies	Mechanism Count	Mechanism	N/A	Indicator Dropped			Indicator Dropped				
6	Journalists trained on investigative techniques	Training Participant Count, Media	Person	Gender (M/F)	140	140	280	288	91			379
7	Person-days journalists trained on investigative techniques	Training Person-Day Count, Media	Person-Day	Gender (M/F)	600	600	1,200	838	251			1,089
8	Fellowships completed	Training Participant Count, Media	Person	Gender (M/F)	20	20	40					40
9	Media CSOs working on transparency and corruption issues assisted	Organization Count, Media	Organization	Type (CSO, media, government)			4					4
10	Non-state news outlets working on transparency and corruption issues assisted	Organization Count, Media	Organization	Type (CSO, media, government)			25					98
11	Media CSOs working on advocacy and legal reform issues assisted	Organization Count, Media	Organization	Type (CSO, media, government)			3					3
12	Non-state news outlets working on advocacy and legal reform issues assisted	Organization Count, Media	Organization	Type (CSO, media, government)			50					62
13	Journalists trained on advocacy, legal reform and freedom of information laws	Training Participant Count, Media	Person	Gender (M/F)	125	125	250	266	12			278

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ID	Indicator	Type	Unit		Disaggregate	Planned			Actual (Oct 2009 to Sept 2010)		
			Person-Day	Person		M	F	T	M	F	T
14	Person-days journalists trained on advocacy, legal reform and freedom of information laws	Training Person-Day Count, Media	Person-Day	Person	Gender (M/F)	375	375	750	532	24	556
15	Civil society organizations trained in accessing government information	Organization Count, CSO	Organization	Organization	Type (CSO, media, government)			40			40
16	Civil society organization staff trained in accessing government information	Training Participant Count, CSO	Person	Person	Gender (M/F)	50	30	60	46	28	74
17	Person-days civil society organization staff trained in accessing government information	Training Person-Day Count, CSO	Person-Day	Person-Day	Gender (M/F)	90	90	180	92	56	148
18	Government officials trained on information dissemination	Training Participant Count, Govt	Person	Person	Gender (M/F)	150	150	300	290	61	351
19	Person-days government officials trained on information dissemination	Training Person-Day Count, Govt	Person-Day	Person-Day	Gender (M/F)	300	300	600	1,306	323	1,629
20	Civil society coalitions, networks and partnerships trained in management, communications and planning	Organization Count, CSO	Organization	Organization	Type (CSO, media, government)			4			2
21	Civil society organizations trained in management, communications and planning	Organization Count, CSO	Organization	Organization	Type (CSO, media, government)			120			175
22	Civil society organizations supported to improve internal organizational capacity	Organization Count, CSO	Organization	Organization	Type (CSO, media, government)			10			8
23	Civil society organization staff members trained in management, communications and planning	Training Participant Count, CSO	Person	Person	Gender (M/F)	162	163	325	275	179	454
24	Person-days civil society organization staff members trained in management, communications and planning	Training Person-Day Count, CSO	Person-Day	Person-Day	Gender (M/F)	1,235	1,230	2,465	1,334	862	2,196
25	Anti-corruption awareness campaigns	Campaign Count	Campaign	Campaign	Event (number)			110			114

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ID	Indicator	Type	Unit	Disaggregate	Planned			Actual (Oct 2009 to Sept 2010)		
					M	F	T	M	F	T
26	Persons participating in anti-corruption awareness campaigns	Beneficiary Count	Person	N/A			38,500			63,598
27	Civil society organizations trained in monitoring, analyzing and publicizing corruption	Organization Count, CSO	Organization	Type (CSO, media, government)			120			230
28	Civil society organization staff members trained in monitoring, analyzing and publicizing corruption	Training Participant Count, CSO	Person	Gender (M/F)	362	363	725	256	790	1,046
29	Person-days civil society organization staff members trained in monitoring, analyzing and publicizing corruption	Training Person-Day Count, CSO	Person-Day	Gender (M/F)	1,400	1,400	2,800	1,223	2,131	3,354
30	Anti-corruption monitoring, analysis, and publicity campaigns	Campaign Count	Campaign	Event (number)			121			81
31	Persons participating in anti-corruption monitoring, analysis and publicity campaigns	Beneficiary Count	Person	N/A			42,350			24,295
32	Civil society organizations trained in issues of budget oversight	Organization Count, CSO	Organization	Type (CSO, media, government)			120			279
33	Civil society organization staff members trained in issues of budget oversight	Training Participant Count, CSO	Person	Gender (M/F)	362	363	725	417	291	708
34	Person-days civil society organization staff members trained in issues of budget oversight	Training Person-Day Count, CSO	Person-Day	Gender (M/F)	1,740	1,735	3,475	2,116	1,498	3,614
35	Budget oversight awareness raising campaigns	Campaign Count	Campaign	Event (number)			146			183
36	Persons participating in budget oversight awareness raising campaigns	Beneficiary Count	Person	N/A			14,600			42,313
37	Community-public institution consultations on local development issues and priorities	Measure Count	Measure	Event (number)			2			3

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*Indicates new or dropped indicator*

ID	Indicator	Type	Unit	Disaggregate	Planned			Actual (Oct 2009 to Sept 2010)				
					M	F	T	M	F	T		
38	242 Community-led initiatives to improve government budget transparency and accountability	Measure Count	Measure	Event (number)			2				1	
39	243 Persons participating in community-led initiatives to improve government budget transparency and accountability	Beneficiary Count	Person	N/A			Indicator Dropped				Indicator Dropped	
40	311 Public institution oversight awareness raising initiatives	Measure Count	Measure	Event (number)			3				3	
41	312 Recipients and users of C&AG audit reports	Beneficiary Count	Person	N/A			30				61	
42	321 Revised procedures and systems (C&AG)	Mechanism Count	Mechanism	N/A			1				1	
43	322a C&AG staff members trained in transparency and accountability issues	Training Participant Count, Govt	Person	Gender (M/F)	80	80	160			239	44	283
44	322b Person-days C&AG staff members trained in transparency and accountability issues	Training Person-Day Count, Govt	Person-Day	Gender (M/F)	200	200	400			588	122	710
45	331a Public institutions staff members trained in policy formulation and implementation	Training Participant Count, Govt	Person	Gender (M/F)	23	22	45			0	0	0
46	331b Person-days public institutions staff members trained in policy formulation and implementation	Training Person-Day Count, Govt	Person-Day	Gender (M/F)	61	59	120			0	0	0
47	332 Public-private partnerships for policy formulation	Measure Count	Measure	N/A			2					3
48	341 Intra-government consultations groups	Measure Count	Measure	N/A			2					0
49	411 BAMU facilities	Mechanism Count	Mechanism	N/A			1					1
50	412 BAMU management staffing profile	Beneficiary Count	Person	Gender (M/F)			Indicator Dropped				Indicator Dropped	
51	413 BAMU technical staffing profile	Beneficiary Count	Person	Gender (M/F)	5	5	10			8	2	10

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ID	Indicator	Type	Unit	Disaggregate	Planned			Actual (Oct 2009 to Sept 2010)		
					M	F	T	M	F	T
52	414 BAMU standard management and operations procedures and policies	Mechanism Count	Mechanism	N/A			1			0
53	421 Revised rules and procedures (Parliament)	Mechanism Count	Mechanism	N/A	Indicator Dropped					
54	422a Members of Parliament and Secretariat staff trained in budget transparency and accountability issues	Training Participant Count, Govt	Person	Gender (M/F)	25	25	50	22	7	29
55	422b Person-days Members of Parliament and Secretariat staff trained in budget transparency and accountability issues	Training Person-Day Count, Govt	Person-Day	Gender (M/F)	85	85	170	144	30	174
56	423 Members of Parliament using budget analysis services (BAMU and Community of Practice)	Beneficiary Count	Person	Gender (M/F)	25	25	50	0	0	0
57	424a Civil society organization staff trained on budget analysis topics	Training Participant Count, CSO	Person	Gender (M/F)	10	10	20	9	10	19
58	424b Person-days civil society organization staff trained on budget analysis topics	Training Person-Day Count, CSO	Person-Day	Gender (M/F)	40	40	80	30	48	78