



Annual Progress Report

People's Reporting Centre (PRC)

January 2007 to December 2007

Funded By
DANIDA/HRGG-PSU



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List of Abbreviation

ADR	=	Alternative Dispute Resolution
ADP	=	Annual Development Plan
BCC	=	Behavior Change Communication
BDT	=	Bangladeshi Taka
CC	=	Citizen Committee
CBO	=	Community Based Organization
CSO	=	Civil Society Organization
CEDAW	=	Convention on Elimination of Discrimination on Women
CRC	=	Child Rights Convention
DANIDA	=	Danish International Development Assistance
DC	=	District Commissioner
DW	=	Democracywatch
Gram Sarker	=	Lowest level in the government
GO	=	Government Organization
GDP	=	Gross Domestic Products
HIV	=	Human Immune Virus
HO	=	Head Office
IEC	=	Information Education and Communication
ILO	=	International Labor Organization
INGO	=	International Non-Govt. Organization
LEB	=	Local Elected Body
LGI	=	Local Government Institutions
LG	=	Local Government
MDG	=	Millennium Development Goal
M&E	=	Monitoring and Evaluation
NGO	=	Non Government Organization
PRC	=	People's Reporting Centre
PIP	=	Project Implementation Plan
PRSP	=	Poverty Reduction Strategy Paper

Executive Summary

Democracywatch has been implementing a local government development project titled 'People's Reporting Centre: Strengthening Partnership between People and Local elected Bodies for better management of Union Parishad in Bangladesh' in 28 unions in Bangladesh since March 2006 and it will continue until December 2010. The objective of the project is to let the poor and disadvantaged people gain access to better services concerning health, education, agriculture and alternative dispute resolution. Moreover, the project will ensure people's participation in budgeting, planning, implementation and monitoring of UP activities and get people's organization such as Citizen Committees, Civil Society Organizations (CSOs) and Community Based Organization (CBOs) involved in the monitoring process of the project. The project will contribute towards establishing an accountable and transparent Union Parishad in the project areas. There is scope for strengthening of institutional capacity of Democracywatch and Partner NGOs while implementing the Project.

Democracywatch has undertaken many activities during the last one year which has ensured people's participation in development activities and improved transparency and accountability of local government functionaries at Union Parishad level. PRC helped union parishad in preparing participatory budgeting and constituting standing committees on agriculture, education, health and Law & Order. At this moment Standing committee members of Union Parishad are taking the role of monitoring and supervision to improve the service delivery of Union Parishad. Citizen Committee members are acting as a bargaining agent to make a positive change at Union parishad. They organize monthly meetings among themselves and identified and prioritized the issue and discuss with UP representatives. UP representatives are being more sensitized on governance issue and they have been bit positive to run their own Union Parishad through declaring their own budget openly and discussing it with local people after implementing the development plan

The main rationale of the project is to ensure transparency and accountability of Union parishad through promoting openness, dialogue, motivational meeting, orientation, training, workshops and seminars on different social and political issues. Moreover a civil society watchdog group is being formed in each and every ward so that they are working in a positive manner for some changes and assist to Union Parishad to make it more transparent and effective. Side by side a huge motivational and social mobilization programme is going on to ensure accountability and transparency at grassroots. To compose an effective and functional Union Parishads, Democracywatch gained tremendous support from local media to promote this activity at field level.

Democracywatch implementing this project through its local partners such as Swapno Sahajjyo Shangstha (SSS) Jessore, Samajik Unnyon Shangstha (SUS), Gazipur, Nilachal, Nilphamari and PRADIP, Dinajpur.

Democracywatch is working in 28 unions of which 15 unions are in Jessore, 5 Union in Nilphamari, 4 Union in Gazipur and 4 Union in Dinajpur. The total budget of the project is BDT 6 crore 8 lakh 15 thousand 4 hundred 02.

1. Introduction: Analysis of context:

- *Development in social and political context which is relevant to the implementation of the project, including pre-established risks and assumptions.*

The project aims to decrease the gap between the people and their Union Parishad (UP) representatives and function as a channel between the people and UPs. Currently, people elect the UP members who should be delivering services to the people. However in practice there is little interaction between the UP members and their electorate and the peoples' voice is not always being heard. This project will help the UP in strategic planning, participatory management and community participation and assist in linking UPs with community groups such as local traditional leaders, councilors and officials, the private sector and representatives from women groups. It focuses on building self-reliance within the community, and developing interdependent relations between the different layers of government. It will assist Union Parishads to make a comprehensive monitoring system by the local community.

Democracywatch believes that good governance can only be achieved through a strong local government with the contribution and participation of the local people. With a view to establish a society where people are able to exercise their democratic rights in all spheres of life irrespective of their socio-economic, cultural and political identity or status the organization is working in this sector seriously. After the short journey of PRC, Democracywatch gained enormous experiences and learning, which are as follows:

- **As the state of emergency is going on in the country, organizing the programmes at field level is being hampered with due to lack of coordination from the local administration office, lack of people's interests etc.**

After January 11, 2007 an army backed care-taker government was formed in Bangladesh has been created a new dimension of taking some drastic actions against and to eliminate corruption. Several numbers of leaders from the two major political parties have been arrested for alleged corruption; some are absconding including UP chairman to avert this drive. A huge number of UP representatives have been arrested or absconded for charges of corruption. According to a national newspaper report about 2000 UP chairmen were absconding due to charges of corruption at that time. Even in our working areas at least 3 chairmen were either absconding or arrested by the joint forces. On the other hand some general people also lost their interest for some days in their own UPs and rather thought that a revolutionary change had come into the Union Parishad structure though it never happened. At that time the local administration was so busy and unable to manage their time properly. Due to this reason some times it was difficult to run our activities smoothly.

- **Committee for Strengthening and effective Local Government to make UPs more functional**

A 7 member's local government committee was formed headed by Professor A. M. M Swakot Ali on 3rd June, 2007 to prepare some practical recommendations on how to make Union parishad more pro-people, effective and transparent. After enormous consultations with the different stakeholders, the committee made some recommendations and submitted a series of recommendations to the

Care taker government on 13 November, 2007. There are some proposed recommendations which is very similar to our project such as

- Introduce ‘Ward Shova’ for preparing and developing the yearly planning of UP, prioritized development skim etc
- Introduce open dialogue between UP representative and general people
- Elect at least 40% women representatives
- Introduce open budgeting and ensure involvement of local people in development planning
- Ensure access to information
- Introduce E-Governance etc

People’s Reporting Centre (PRC) is working to promote good governance and democracy at grassroots level and wants to improve the service delivery where transparency and accountability will be ensured. The proper implementation of these recommendations will create new dynamic aspects into the Union Parishads. Democracywatch is working to achieve same objectives through proper implementation of the project.

▪ **Involvement in Country wide Voter Registration Process**

Local government representatives are directly involved in voter registration process for the first time in Bangladesh. Election Commission started this activity on 1 August, 2007. After that a huge involvement of local representatives was ensured by the local administration to make this process easier. Due to their busyness Democracywatch and its partner organization has given a lot of effort to make their programme successful.

- *Poor knowledge of the LEB, Citizen’s Committee members, local civil society members and organizations, partner organizations on accountability and transparency and the National Policies on LGIs.*

The LEB, Citizen’s Committee members, local civil society members and organizations, and general people do not have adequate knowledge on the LGIs, its operations, mandates, links with central government, its sources of power, budget, etc. They do not have information on PRSP, as well as how the issues are being projected in the MDG. Democracywatch can develop small booklet with explanation for mass awareness rising for LEB, citizen committees and other key stakeholders. It must be remembered that inadequate knowledge and information often become a critical factors in developing partnership.

- *Informal and personal vs. Institutional relationship with the LGIs.*

Through different case studies, FGDs, it was identified that in majority of the cases, the local NGOs, CBOs, CSOs, local elites, general citizens have developed an informal relationship with the LGIs through their interpersonal skills. Because of the lack of mandate or job description of the LGIs, the relationship is still not institutionalized. Without a well defined institutionalized relationship both the sustainability of the relation as well as accountability of the LGIs is difficult to achieve.

- *Non-existence of institutions (NGO, CBO, CSO) to monitor Union Parishad activities.*

In Bangladesh there are no formal institutions to oversee the performance of Union Parishads. Few NGOs, CBOs and Civil society organizations are engaged in any kind of systematic monitoring of implementation of GOB commitments under different Human Rights obligations and holding the public institutions and the political entities accountable due to inadequate capacity, poor internal accountability system and politically biasness. PRC can play vital role by creating favorable environment for people's participation to monitor the UP activities.

- *Commitment of Citizen Committee members, local political party's interference*

Citizen Committees were formed in the project areas. Their capacity was built through trainings. But those limited numbers of training could not bring any major changes in their attitude and behavior. These groups need more efforts to be proactive in PRC work. Moreover they are engaged with their own occupation, so it becomes difficult to expect more time towards PRC work by the citizen committee members. Also there is some interference of local political parties to involve their followers in the citizen's committees. Though it was expected that a catalyst group would be developed with full commitment towards PRC work in reality its different. But we believe there are some people who could be able to contribute with full of commitment to develop their Union Parishad effectively. Continuous motivation and mobilization will be our future work to make a pro-active group of people who will be representing the total population in building their UPs.

- *Complicated UP representatives, over empowered citizen committee members:*

Some of union parishad representatives are very complicated and they didn't like to introduce accountability and transparency at this level. Some of them are very uneducated and didn't understand the real essence of the project. We realize that by introducing this system we have to be very patient and careful. So for the successful implementation of the project we have to be friendly to them and build their capacity, motivate them by practical experiences and introduce them with best practices.

Citizen Committee members received trainings, information, and exposure visit and became empowered. In some cases we found out that citizen committee members started bargaining with the LEB for getting personal advantages. They feel that they are involved with the NGOs that are prominent locally as well nationally. They even they want to utilize the advantages of being partners of reputed NGOs and Donor agencies. We feel there is a need of developing a code of conducts for the CC in the future phases.

- *Lack of communication and sharing of information among NGOs, Citizen Committees, Govt. Officials at LGI, LEB and other stakeholders.*

It is not only the LGIs who do not share information with its communities, but the NGOs also seldom share program objectives, goals and other program related activities with the LGIs or with other stakeholders. As a result, this may not provide the LGIs with the opportunity to plan and budget for the activities and share articulately the initiatives in their consultation meetings with the concern authorities in advance. Nevertheless partner NGOs of Democracywatch

developed a briefing paper on the project activities and circulated these to the LGIs and other stakeholders.

As a vital part of the service delivery, government officials of UP are not very enthusiastic. They always feel that they are not working under any chairman so they act according to their high officials. That's why sometimes it was very tough to get them in meetings. So for next phase we have to increase number of programmes with government officials, which will definitely benefit the PRC project.

As PRC aims to make local people more empowered and make them liaison with UP representatives to improve the management and administration of union Parishads. If strong cooperation and coordination among the PRC, Govt. officials, LEB need to be established the aim will not be fulfilled. In the future phase of the project will highlight the need to make contacts with the all members to build strong coordination among them from strengthening accountability and transparency of UP activities.

In the present phase capitalizing the existing strengths of the local government institutions PRC can obtain a better balance between national responsibility and local choice in service delivery. It is important to engage and integrate the local government institutions to enable them to meet their responsibilities as front line institutions in monitoring of PRSP and other policies related with poverty reduction. On the other hand by building a platform for the people of the Union Parishad, involving them in participating and contributing in UP budgeting, planning, implementation and monitoring on a voluntary basis, accountability and transparency of the Union Parishad can be ensured. Democracywatch will build their knowledge and skills through organizational development process. Research will be conducted to find out the gaps between policies and practices. Finally to raise the micro issues regarding the accountability and transparency of Union Parishads to the macro level a greater constituency of NGOs, Civil Society, academia, Professionals, LEB representatives, Citizen Committee representatives and Media will be developed.

Assumptions:

- Several organizations are working on the local government field to improve the situation
- Favourable Government policy to make UP more transparent and accountable
- UP representatives are more friendly and helpful at present.
- Community members are willing to contribute their time on a voluntary basis
- Venue is available to conduct training program at local level

Risks:

The following major risks have been identified

- General people might be misunderstood
- UP representatives might be vindictive for people to hear about their accountability
- Unlawful intervention from the local political leaders
- Political instability
- Change in donor policy

2. Overall Project development

Evaluation of the pertinence of the project strategy, and eventual need for adjustments

The set project strategy was effective to implement the programme successfully. Basically Democracywatch has been implementing this project through its local partners in different districts. The activity was mostly done by local partners where Democracywatch staff use to assist them, train them and build their capacity to implement it very successfully. Moreover Democracywatch organized some event at field and national levels to get effective results.

Overall progress in relation to immediate objectives

(Analysis based on the summarized monitoring information)

It should be mentioned that about 94% activities has been completed from 1 January to 31st December, 2007. The percentages of the activities were as follows: Jessore 91%, Nilphamari 96%, Gazipur 100% and Dinajpur 100%.

Under the output 1 Democracywatch has completed 82% activities, 97.88% activities has been completed under the output 2, in output 3 we have achieved only 50% of the total activity and in output 4 Democracywatch has completed 40%.

Democracywatch has been implementing many programmes according to work plan. A clear overview about the overall progress of the project which is as follows:

Planned Outputs	Programme achieved (January'07-December 07)
Output 1 UP standing committees and officials are capacitated for involving citizen committees and general people to identify and address problems through participatory analysis, planning and budgeting.	Under the output-1 Democracywatch has been completed 82% activities.
1.1 Developed strong and effective networks among UP standing committees, Govt. service providers and other stakeholders at local level for creating access to health, education agriculture and legal services for the poor and disadvantaged women, men and children.	
Output 2 2.1 Developed and well-functioned PRC as a platform where LEB, CC and general citizens can identify issue, make effective plan to address the problems and implement programme in a participatory process.	Under the Output-2, Democracywatch have been completed 97.88% activities.
2.2 Mobilized and sensitised mass people, Community based organizations, civil society organizations, local media for demanding transparency and accountability of UP through their participation.	
Output 3 3.1 Identified gaps and limitations in policy, system and practices of LGI	The achievement of Output-3, 50% activities has been completed.
Output 4 4. Institutional capacity of DW as Human Rights organization has been developed and continued planned project activities	Under the Output-4 we have been achieved 40% activities.

3. Achievement

Analysis of outputs and expenditure.

Output	Budget	Expenditure	Percentage (%)
Output 1 UP standing committees and officials are capacitated for involving citizen committees and general people to identify and address problems through participatory analysis, planning and budgeting.	1,60,4000	1,14,7902	72%
1.1 Developed strong and effective networks among UP standing committees, Govt. service providers and other stakeholders at local level for creating access to health, education agriculture and legal services for the poor and disadvantaged women, men and children.			
Output 2 2.1 Developed and well-functioned PRC as a platform where LEB, CC and general citizens can identify issue, make effective plan to address the problems and implement programme in a participatory process.	3,77,2800	3,26,6171	87%
2.2 Mobilized and sensitised mass people, Community based organizations, civil society organizations, local media for demanding transparency and accountability of UP through their participation.			
Output 3 3.1 Identified gaps and limitations in policy, system and practices of LGI	7,40,000	74,296	10%
Output 4 4. Institutional capacity of DW as Human Rights organization has been developed and continued planned project activities	3,38,4600	2,74,9315	81%

General Project Status and Performance

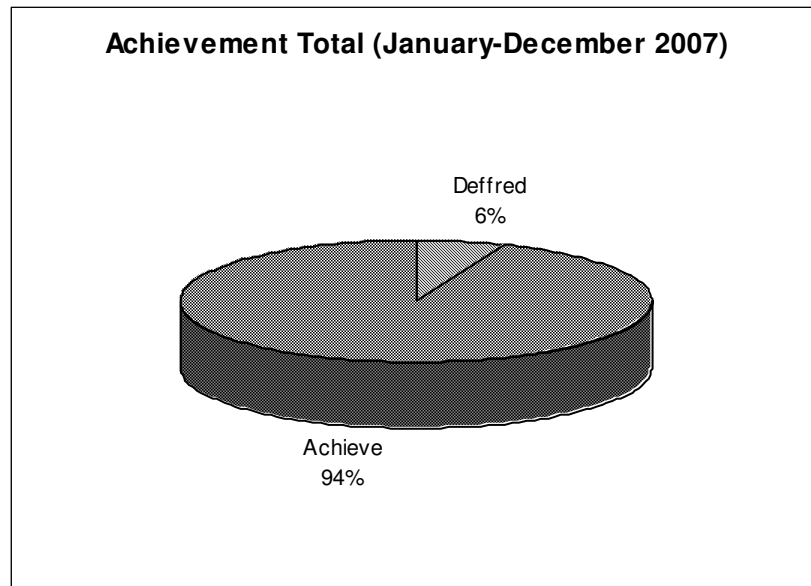
Peoples' Reporting Centre (PRC) project of Democracywatch started in March 2006 and will be completed at December 2010. Democracywatch received the grant from DANIDA which as follows:

4/12/2007	Grants From DANIDA	4,257,099
8/26/2007	Grants From DANIDA	6,993,384

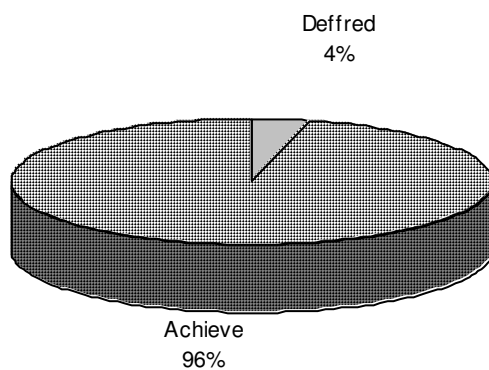
According to work plan the grant has been distributed among the partners. With in this stipulated time frame Democracywatch organized most of the programmes through partners.

The overall performance of the activities at field and local levels is quiet satisfactory. According to research and monitoring department of PRC about 94% activities has been completed within last one year. It should be mentioned that Democracywatch calculated the achievement rate of PRC

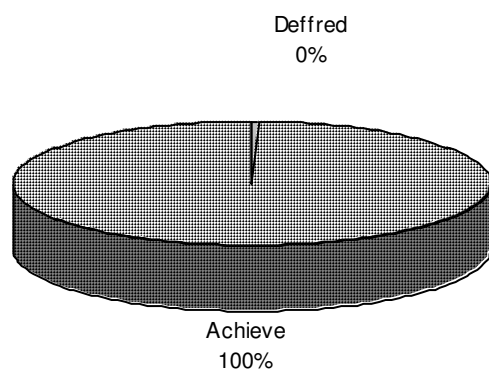
activities on the basis of working area coverage. The over all performance is shown in some pie charts which are as follows



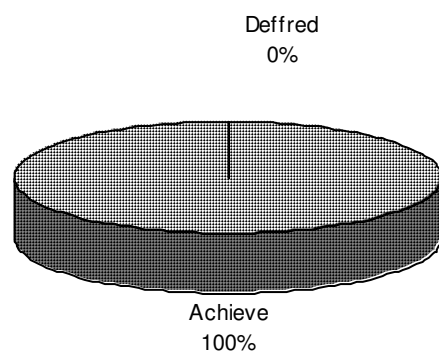
Achievement Nilphamari (January-December 2007)

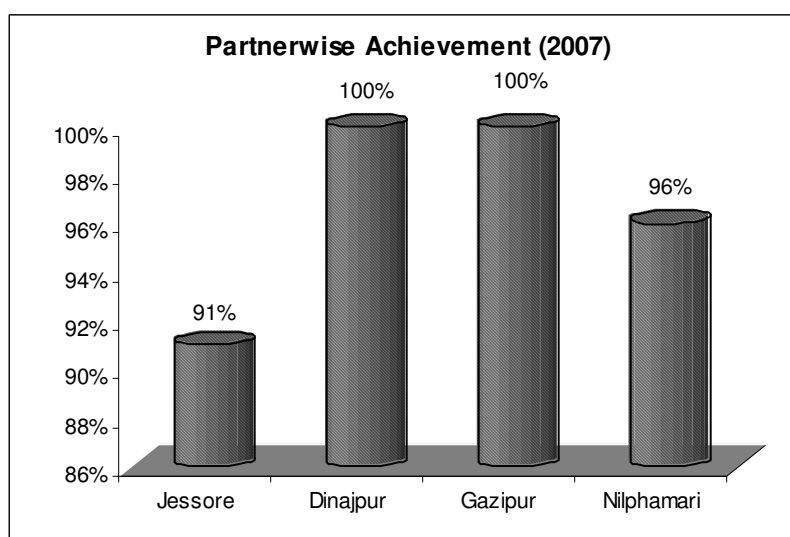


Achievement Dinaipur (January-December 2007)



Achievement Gazipur (January-December 2007)





These pie and bar charts showed about the activities of PRC which have been done so far in last one year.

Achievements in terms of output

Out put -1:

- 1.1 UP standing committees and officials have taken effective measures for involving citizen committees and general people to identify and address problems through participatory analysis, planning and budgeting.



Standing Committee formation at Lebutola in Jessore

Achievements

- A number of 14 standing Committees (Agriculture, Health, Education, law and order) were formed in Lebutola Union, Upa Shahr Union, Kashimpur Union and Bashundia union of Jessore within this phase.
- A number of 6 standing committees (Education, Health and Agriculture) were formed in Balapara and Purbo chatnai Union in Nilphamari within this year.
- A number of 4 standing committees (Education and Agriculture) were formed in Ghoraghat and (Health and Agriculture) Palsha union of Dinajpur from January-December, 2007
- A number of 4 standing committees (Education) were formed in Kaultia and (Law & order and Health) formed in Baria and Pubail union of Gazipur at January-December, 2007.
- Out of 31 LEB workshops, 31 LEB workshops have been completed on; Transparency and Accountability, Participatory approach, Role and responsibilities of UP representatives.
- Out of 4 meeting with journalist and civil society 4 meeting has been completed.

The Role of Standing Committees at UP: A Brief Analysis and impact

PRC local officers and Representatives made tremendous contribution to form these standing committees to make more transparent Union Parishad. In every meeting they invited local people and citizen committee members to inform their roles and responsibilities regarding the formation of standing committee. Some of the citizen committee members are involved in the standing committee to run the UP more efficiently. The PRC local offices supplied all resolution books for each committee. So that they will have an option to oversee the decision of the meetings. They are acting as a catalytic agent to run the UP in a participatory manner.

The roles of standing committees in Union Parishad are crucial, important and significant to improve the service delivery at grassroots level. Basically Union Parishad is a service delivery organization though its efficiency is completely unknown to the general people. Apart from all the roles of Union Parishad, making standing committees more effective and stronger should be one of the paramount criteria today to promote transparency and accountability to people. It will also assist UP to make them more participatory and democratic in management and decision making process.

But the scenario of Union Parishad is not very friendly on the question of effectiveness of standing committees. Most of the Union Parishads made it for official purpose, but practically their implication is not seen anywhere.

People's Reporting Centre (PRC) project of Democracywatch took the challenges and started working to form standing committees with Union Parishads in 28 unions in Bangladesh. Then they invited the members of standing committees to organize regular meetings among themselves to address the problems in their locality and find out the means and ways to resolve the problems in a structured manner.

Basically in its first meeting in each year Union Parishads have to consider Standing Committees for the various functional areas. Each UP will have 13 standing committees. Democracywatch took only Education, Health, Agriculture and Law and Order Committees and planned to activate them in a democratic manner. These members of the standing committee will also monitor the performance of different organization and produce public statement/report to improve the situation. Apart from that Democracywatch also inspired members of standing committees to make them get involved in development work at their locality. This approach is highly appreciated by local people and they are also taking it as a challenge and have started their motivational work.

Basically a standing committee will elect one of its members as its chairman. The committee will consist of not more than one third of the total members of the Union Parishad. The other criterion is that no member will, at the same time, be member of more than two committees. A Union Parishad may co-opt a person who is not a member of the parishad but who may in the opinion of the parishad posse's special qualifications for serving in any standing committee as a non voting member.

The roles and functions of all these standing committees should be set by the Union Parishad, though People's Reporting Centre introduced these for the first time in these Union Parishads.

Democracywatch has already formed 56 standing committees at 28 unions in last two years., The target of Democracywatch is to form 112 standing committees by 2010 in 28 unions in Jessore,

Dinaipur, Nilphamari and Gazipur. This should be mentioned that a total number of 56 citizen committee members of PRC (20% of total members) are involved in these committees to initiate them in a participatory manner to improve the service delivery at grassroots level.

Standing Committee members are usually oriented by Democracywatch on the roles and responsibilities of a standing committee. They are also sensitized on basic democracy and human rights issues to run this kind of project smoothly. After formation they maintain contact with PRC local officials, and then in every three months they organize a meeting amongst themselves to identify the problems and find out the ways and means to resolve the problems. Meanwhile they are guided on how make an action plan for resolving issues through dialogue with the Chairman or TNO or concerned authorities. On the other hand some members of the standing committees started a performance assessment by observation i.e. observing activities and services offered by the Clinic, Hospital, School and other service delivery organizations to improve their services. They use a prescribed format and collect responses, pictures and use them to make immediate reports to the public. After that they send the report to the local daily newspaper, concerned authority and Democracywatch to make liaison with policy makers to improve the situation. Democracywatch also makes a bridge between local people and standing committee members to get the proper feedback regarding the issues raised or discovered.

What Standing Committees do at UP Level

Standing Committee on Agriculture:

Standing Committee members assess the Knowledge and technology known by the farmers of the locality, they also insist Block supervisors to assess the nature of supply of raw materials for agricultural production. Similarly they determine the flow and source of capital for agricultural production. Block supervisors also assess the nature of crop processing, management and facilitate the marketing strategy for the produced crops.

Standing Committee members also scrutinize the monthly work plan of Block supervisors at Singra, Bulakipur, Ghoraghat and Palsha of Ghoraghat Upazilla of Dinaipur. This process is making block supervisors more active and sincere on performing their daily jobs. Democracywatch feels that this process also ensures the credibility and transparency of block supervisor's work indeed. The PRC will activate others in their respective areas soon.

Health:

Members of the standing Committee activates health officers to get the regular status of EPI program, to know the sanitation behavior of the locality and Source of safe drinking water. They also asses the Peoples Knowledge on ORS, determine the facilities and status of MCH and also asses the Breast feeding behavior.

The members of the standing committees also monitor regularly different Hospitals and Clinics. Members of the Standing Committees visited Ramnogor Health Complex at Jessore and made a report on it. This process helped them to develop their health complex gradually.



Standing Committee visited Ramnogor Health Complex, Jessore

Education:

Members of the standing Committees activate Education Officer to improve the education system, logistic support, communication throughout the schools, determine the condition of different schools, activate the school management committees, improve the teachers quality, reduce the drop out children from school, increase the local contribution to the schools, develop the Infrastructure of the schools, Asses toilet facilities for male and female students and take necessary measures, determine the source and facilities of safe drinking water for students, improve the security conditions of the girl students and monitor the distribution of school books among students. PRC initiated the process and hopefully it would be a comprehensive monitoring system by the community for the first time in Bangladesh.



Standing Committee visited Birahimpur Primary School, Singra, Dinajpur

Law and order

Members of the standing Committees of law and order activates local Thana to control local law and order situation. Side by side they use to promote night guard system in some areas to prevent criminal activities at their locality. The members are also pro-active to attend meeting at District Commissioners office on a regular basis. The committee members already established a link with Chairman to control local law and order situation.

Some Challenges were found to improve the comprehensive monitoring system by the members of the Standing committees at field level. Firstly the members of the standing committees have their own profession so they are not very keen to do this work on a regular basis. Secondly the government or non-government service delivery organizations tried to disvalue the work done by the standing committee members. Thirdly Government has no scope to initiate public monitoring by the community in their policy so this information could not create much impact in the locality. Fourthly Some of UP representatives are not very helpful to do this kind of involvement.

Some recommendations have also been made by the community to run this work more smoothly. Firstly members of the civil society do not have any voting rights that they are not taking any role to stand by their opinions officially. Secondly the specific work should be mentioned in the UP ordinance. Thirdly a budgetary provision should be fixed up to run their activities democratically. Fourthly the activities of standing committees should be monitored on a regular basis to improve the situation of UP.

Case Study

Standing Committee members initiated an elderly education centre

On 22 May, 2007 a standing committee of Education was formed at Kasimpur Union of Jessore. One of our Citizen Committee members Saiful Islam, teacher of Khajura Degree College was involved in the committee and arranged several meetings with the Chairman and school teachers to improve the quality of education services. The members of the standing committee built an Elderly Education Centre at Enayetpur village recently where a number of 22 senior citizens are attending classes twice a week and Citizen Committee members facilitate the class. The members also arranged education material on their own. The committee members are very pro-active to take more new initiatives with the help of Chairman, local people and PRC activists to improve the quality of education services at Kasimpur Union of Jessore.

Achievements

- Out of 12 planned workshops on participatory planning and budgeting of Union Parishads 12 workshops have been completed in last one year of which 5 were in Jessore, 2 in Gazipur, 3 in Nilphamari and 2 in Dinajpur.

A Brief Analysis and impact

The objective of the workshop is to develop participatory methods and tools for the budgeting of Union Parishads. Side by side general people, civil society, citizen committee members and UP representatives will be habituated to make all the development plans of Union Parishads. Democracywatch made a comprehensive presentation on this and conducted these workshops at field level. Civil Society leaders, UP representatives, Members of the Citizen Committee, Local staff of PRC were present at the workshop.

Achievements

- Out of targeted 19 open and participatory budget declarations Democracywatch organized 19 open budget sessions in 4 districts.

Within this period a number of 10 open budget sessions were conducted in the project area under Jessore district. A series of budget sessions were held on 24 May, 2007 at Narendropur union, on 26 May at Diara Union, on 28 May at Ramnagar Union, on 9 June at Kasimpur Union, on 10 June at Uposhore Union, on 11 June at Lebutola Union, on 14 June at Basundia Union, on 18 June at Fatepur Union on 23 June Noapara union and 5 July at Kachua of Jessore.

A number of 3 open budget sessions were conducted in the project area under Dinajpur district. Another series of sessions were conducted as follows: on 16th June at Singra Union, on 24th June at Bulakipur Union and on 25 June at Palsha Union in Dinajpur.

Another series of Open budget sessions were conducted in selected PRC project areas in Gazipur as follows: on 24 June at Pubail Union, 25 June at Kaultia Union, 27 June at Baria Union respectively. Similar bunch of session were held in Nilphamari on 20 June at Purbo Satnai, on 21 June at Khogakhoribari Union and on 25 June at Balapara Union respectively.

Prior to conducting the participatory budget Democracywatch and its partner organizations conducted a series of Pre-budget sessions in 4 districts. 19 pre-budget sessions were organized where elected chairman, local people, elite, teachers, women representatives, doctors, local journalists and many. Other representatives from different professional groups were present to identify and prioritize their problems. On the basis of the problems and priorities identified, a draft budget was prepared for UP's consideration. The whole exercise had been participatory and inclusive. This is how; the process of UP budget-making has been more transparent and participatory which has been appreciated by local community.

A Brief Analysis and impact

Participatory budget declaration is one of the important task of UP to make them more transparent and accountable to general people. Democracywatch initiated this process at UP level in a comprehensive manner. At first members of the citizen committee organize ward level discussion on budgeting process after that they came to UP level and organize Pre-budget session. After that they organize open budget session and dialogue with local people then they organize post budget session or follow up session to see the real progress of development activity at UP. A huge number of



Pre Budget Session at Upa Shahar Union in Jessore



Participatory Open Budget declaration at Diara Union at Jessore



Post Budget Session at Ramnagar, Jessore

participants at different level used to participate in these event.

Case Study

Md. Afzal Hossain, Enlighten Chairman of Ramnogor

Advocate Afzal Hossain (47), chairman of Ramnogor union of Sadar Upazilla of Jessore district. He has elected chairman for two terms through direct election. Union Parishad is considered as a viable institution for socio-economic development at the semi-urban and grassroots level.

While UP implemented any project with amount of BDT 50,000 the people thought that chairman and UP will have thieved amount of 50,000. Because the people of UP are not adequately informed about the detail budget of the project. That's why he thought that he should be open and transparent to local people. People's Reporting Centre extended their hands to him and working together to make him more transparent and accountable to general people.

Case 2: Never seen participatory open budget

Mr. Gias, age 45, a resident of ward number 6 under Ramnogor UP in Jessore district, mentioned that he has never seen such type of participatory budgetary process in his life because he knew that the village police would come to house to house, and in most taxpayers have been reluctant to pay their taxes. On the other hand, local residents/citizens would not keen to know what their UP is doing because there was system of sharing information. Open budget opens their eyes and mouth, which has increased ownership to their UP activities particularly on planning and implementation. They have realized that development at grass root level through UP is not possible if they do not participate in open budget and planning.

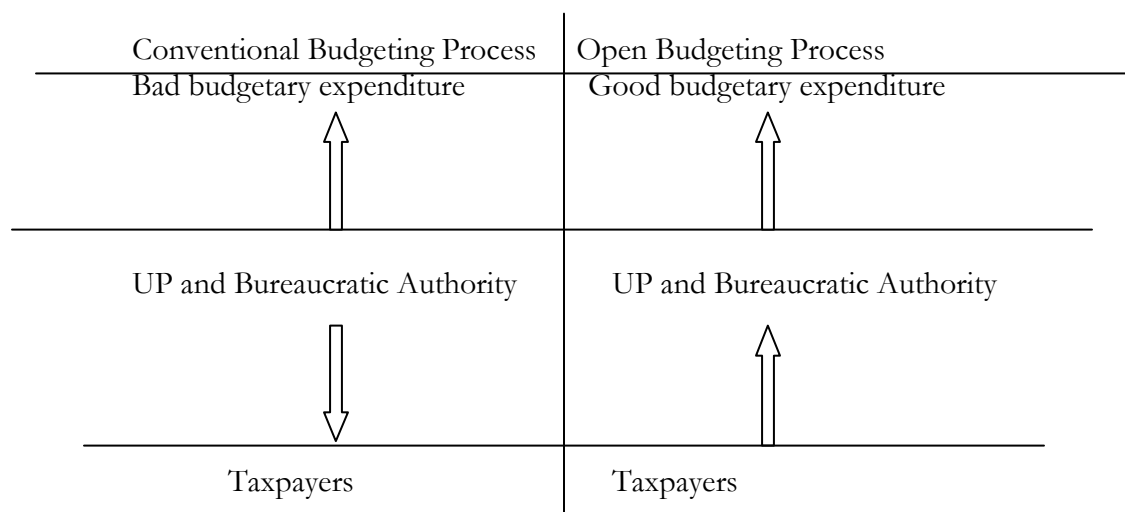


Figure 1: Perception of people on participatory open budgeting process

Targeting the objective, (poor and disadvantaged people are enjoying better access to service delivery in education, agriculture and health and alternative dispute resolution) Peoples Reporting Centre- PRC has been implemented in Ramnogor union since March 2006.

Due to increase of local tax collection, (about 62% people have been paid their tax in last year) Union Parishads have been able to undertake some development activities/ project from their own

fund, which are rarely found in Bangladesh. Furthermore such kinds of planning of development activities have been come up from participation of local citizens and general people. After

completion of ward level meetings, an open space budget meeting is held at UP office premise presided over by UP Chairman, where residents from whole Union are invited to attend. In this meeting, compiled list of households of whole Union and their tax amount agreed upon at the ward level meetings is presented. In addition, agenda of the meeting include the last year performance of the UP; fund received from the government; next year budget along with proposed development plans. Moreover, the UP members have to respond many questions raised by the residents regarding UP activities and fulfilling their demands, for example, why the particular road of a village are not completed, why not giving priority in education sector etc.

The UP Chairman mentioned that local tax collection has increased than the previous year due to participatory open budget and citizen committee initiative. In Ramnagor union taxpayers increased from 10% to 62% in 2005-06 from 2004-05 and they have been paid their taxes. Birth registration process is progressing through 100% achievement in Ramnagor union. Virtually the people of Ramnagor union have been more concentrated towards the development activities of the Parishad for the PRC project. The role of chairman has more effective through the PRC implementation. He thought that participatory budgeting process is one of the key areas to develop UP.

Output

- 1.2 Developed strong and effective networks among UP standing committees, Govt. service providers and other stakeholders at local level for creating access to health, education agriculture and legal services for the poor and disadvantaged women, men and children.

Achievement

- Out of 134 Alternative Dispute Regulation (ADR) of Union Parishad 48 ADR were completed in last Year (2007) of which 13 in Gazipur, 8 in Nilphamari 15 in Dinajpur and 12 in Jessore.
- Out of 31 Workshop with LEB 31 have been completed in 2007 of which 17 in Jessore, 4 in Dinajpur, 4 in Gazipur and 6 in Nilphamari.
- Out of 205 Coordination Meeting (CM) of Union Parishad 205 Coordination Meeting Conduction have been completed in last year of which 24 in Gazipur, 42 in Nilphamari, 34 in Dinajpur and 105 in Jessore.
- Out of 3 exposure visits we have been completed 3 exposure visit at Ghorahat in Dinajpur, Jamal Union Parishad of Jhinaidah and Shushilon of Satkhira to see the



LEB workshop in Jessore



Exposure Visit in Dinajpur

performance of union parishad especially in light of transparency and accountability.

A Brief Analysis and impact

Democracywatch staffs conducted this meeting with all the stakeholders of UP so that everybody would be informed about the activities of PRC and UP as well as Government officials such as Education officer, Agriculture officer and member of the standing committee were present at the coordination meeting

Output-2:

- 2.1 Developed and well-functioned PRC as a platform where LEB and general citizens can work together to identify root causes of violation of basic, civil and political rights of people specially women and children.



Citizen Committee formation at Jessore

Achievements

- 54 citizen's committees have been working in old areas.
- Out of 198 citizen committees 198 citizen committees have been formed in new areas.
- Out of 252 trainings on Civil Rights and Responsibilities issues, 252 trainings have been conducted in both for citizen committee's old and new project areas.
- Out of 22 sharing meeting a number of 22 meetings have been organized with LEB, local Journalists, CBO and CSO in the project areas. A number of 10 meetings organized at Jessore, 4 in Dinajpur and 8 at Nilphamari.
- Out of 112 quarterly/ monthly meeting have been completed 112 meetings of which 16 held in Gazipur, 20 in Nilphamari, 16 in Dinajpur and 60 in Jessore.
- Out of 4 Local Press conferences targeted at local level, we have been able to organize all 4 press conferences in Jessore, Gazipur, Nilphamari and Dinajpur.



Monthly Meeting at Singra Union in Dinajpur

Case Study in brief

A. Citizen Committee has created a mechanism of participation and information dissemination;

By the way of discussion, Democracywatch representatives asked Chairman of Fatepur Union about his views and comments on the issue of role of Citizen Committee. He has answered with great satisfaction and said, 'most of the work load has been distributed to the CC from my responsibilities'. Now I am more transparent to the public on the issue of distribution and information dissemination. On the other hand CC members have been doing a good number of activities for the community such as tree plantation, sanitation and drainage clear from their volunteerism which inspired the other people of community as well as the political forces of union. Along with that the interaction between UP and CC has reduced the gap of information dissemination for the entire community. Now the people of union are not in mysterious situation about the development project including any kind of incentives. Thus the formation of CC has been enhanced the transparency and accountability of UP to the community people

B. Citizen Committee practicing the culture of accountability and Transparency

Md. Abdul Hye, members of CC of ward 5 of *Ramnogor* union of Jessore district told, we have been participated in the yard meeting for identifying the demand and expectation of general people. Then we talk with the UP representative on the identified problem for further action. Moreover we have been participated in the sharing meeting, which held at UP complex with active participation of general people and UP representatives. At the initial stage some people felt hesitation to say anything in front of chairman in sharing meeting. On the other hand, some people were expressed more than expectation that made the UP representative embraced. But after certain meeting the participants of local community people have been more constructive to discuss with the local level representatives. We have developed the culture of accountability claiming through exchanging views between UP and general people.

- 2.2 Mobilized and sensitised mass people, Community based organizations, civil society organizations, local media for promoting people's demand on transparency and accountability of UP and monitoring public services delivery to the poor.

Achievements

- Out of 67 Spot campaigns we have completed 67 spot campaigns at project areas. A number of 35 spot campaigns organized in Jessore, 10 in Dinajpur, 8 in Gazipur and 14 in Nilphamari.
- Out of 67 Video show of awareness rising on different UP activities PRC has completed 67 video shows in 22 unions.



Spot campaign at Palsha Union in Dinajpur

Out of 603 yard meetings on transparency and accountability, participatory planning, Human rights and good governance, 603 meetings have been completed. 315 Yard meeting held in Jessore, 90 in Dinajpur, 72 in Gazipur and 126 in Nilphamari. Each meeting is approximately 3 to 4 hours in duration and attendance varies between 40 and 50. The participant having received prior

Information gathers at the site and formed a circle. Many of the participants are women. The PRC official takes the initiatives to make friendship with them so that they feel comfortable discussing their own problems relating to the Union Parishad.

The discussion is participatory and the facilitator encouraged everyone to join in. Another officer takes note which were developed into a report outlining the local problems and possible solutions. The report is sent to local elected members and then it submitted to the chairman.



Yard Meeting

Out of 8 Social Audit Team(SAT) Facilitation 8 have been completed at Jessore, Dinajpur, Nilphamari and Gazipur

Spot Campaign

PRC conducted different spot campaigns to make UP more effective and functional. Spot Campaign is a situational campaign which usually depends upon the situation and the needs of the locality. PRC local offices designed this kind of campaign in consultation with the Democracywatch.



Formation of SAT at Nilphamari

Under this campaign PRC designed a series of campaign on the importance of paying Taxes at UP level. To conduct this seminar PRC produced a key note paper and disseminated to local people. More over in each and every ward PRC officials mobilized local people to pay their taxes on a regular basis. Apart from this local people received information on the necessity of taxes from different programmes (i.e. yard meeting, sharing meeting, coordination meeting etc) of PRC.

Side by Side UP representatives were also instructed from the workshop and training organized by Democracywatch to assess and collect taxes to improve the situation of Union Parishad.

We find some positive changes in collecting taxes from some unions of Jessore and Nilphamari which are follows

Jessore:

Name of Union under Jessore Sadar thana	2006-2007 Fiscal year		
	Tax Collection Target	Tax Collected	Percentage of Achievement
Kashimpur	219700 tk	206698 tk	94.08%
Churamankhathi	175000 tk	157761 tk	90.15%
Hoibatpur	550000 tk	493447 tk	89.72%
Deyara	555450 tk	536440 tk	96.58%
Basundia	750000 tk	662821 tk	88.38%
Arabpur	687000 tk	691535 tk	100%
Isaly	255000 tk	208140 tk	81.63%

Nilphamari

Name of Union under Dimla thana, Nilphamari	2006-2007 Fiscal year		
	Tax Collection Target	Tax Collected	Percentage of Achievement
Purbo Satnai	159000 tk	120000 tk	75.47%
Gayabari	111240 tk	68240 tk	61.34%

PRC officials feel that if this campaign is running with great commitment the whole scenario will be changed with in a few years. If this type of programmes organized in Union parishad on a regular basis then it is a matter of time to get effective results from Union Parishad. PRC is committed to improve the tax system and hence it will be more effective in the next.

The another achievement is Democracywatch formed 28 Women and Children Torture prevention Committee in 28 through Spot campaigns. At this moment Democracywatch formed this committee to prevent violence against Women and Children at local level. A draft guideline was prepared in consultation with local Chairman and Citizen Committee. Democracywatch will



Workshop on importance of Tax collection at Jessore

Output-3:

- 3.1 Identified gaps and limitations in policy, system and practices of LGI with special focus on resource allocation, decentralization of power, people's active participation in UP and its relation with PRSP.



Formation of violence against women at Palsha Unin of Dinajpur

Achievements

- 2 Study has been completed (focusing on status of UP women member and Formation and activities of Standing Committee).
- 1 Advocacy Strategy developed.
- Out of 4 press conferences at local level we have been organized all press conferences at Jessore, Gazipur, Nilphamari and Dinajpur. PRC local partners organized this event to describe their activities and achievements to local journalists. It should be mentioned that PRC has been gained a significant media coverage regarding their activity.

Output 4

- Out of 2 Staff Capacity Building programme among local PRC staff 1 have been completed with in this Year

Institutional Capacity of DW as Human Rights organization has been developed and continued planned project activities.

- Out of 2 Annual partnership meeting 1 have been completed in year 2007.



Annual partnership meeting in Dhaka

Discussion and analysis of progress and set back

PRC project achieved enormous success in this different political context though we have a bunch of difficulties to faced but this project assisted to establish link among the local organizations that are working at this moment at the said areas. In spite of having all the difficulties according to the work plan our progress is quiet satisfactory at field level but some programmes still remains to go to national level.

There were several causes for delay because the political situation was not in favor to organize different events at National level. But fortunately after some days the situation improved and another DANIDA funded Coalition started campaign and advocacy for certain changes in the local government field. Democracywatch was one of the prime partners to move forward and deeply involved in formulating recommendations and drafting policy with the governance coalition. That's why our national programme is being delayed.

But the struggle starts again, because there is lot of work remains to do and Democracywatch should take the lead in this regard. We have already started to formulate a comprehensive advocacy strategy and then we will organize different programmes at national level to change the policy to make union parishad more effective.

Influence of external factors

Assumptions:

- Several organizations are working on local government to improve the situation.
- Government policy emphasised on improvement of the local government.
- UP representatives are more friendly and helpful at present.
- Community members are willing to contribute their time on a voluntary basis.
- Venue is available to conduct training program at local level.

Risks:

The following major risks have been identified

- Unlawful intervention from the local political leaders.
- Political instability.

Evaluation of achievements (Outputs) in relation to expenditure

<u>Head of Expenses</u>	<u>% of expenditure on 1st Year budget</u>	<u>Reasons for deviation</u>
Programme Personnel	94 %	delay in staff recruitment process for some positions.
Administrative Personnel	100 %	N/A
Activity and Running cost	76 %	planning and implementation is being Obstructed sometimes due to unsettled Political environment.
Recurring costs	94 %	N/A
Audit Expenses	73 %	External Audit not yet done.

Challenges and Way forward

Democracywatch is working to ensure transparency and accountability of Union Parishads. During this period Democracywatch and its partners has been faced with lot of difficulties and risks. This kind of project is not very easy when the question of transparency and accountability of Union Parishads comes in. It is sometimes hard to arrange a real platform for general people where they can raise their voices.

People have become aware of the PRC concept but their expectations are too high. They thought that this project would ensure direct service delivery. It is up to us to make them understand that it will contribute indirectly in the development process and also ensure people's participation in democratic process.

People's Reporting Center projects have already achieved some success at union level. Some UPs have already started participatory planning and budgeting and contributing a lot to improve their own Union Parishads. General people, UP representatives and other stakeholders are quiet convinced to improve the service delivery provided by Union Parishads. In Ghoraghat Thana of Dinajpur all the VGD, VGF card and relief materials are being distributed in consultation with PRC officials. In some unions like in Jessore are also distributing things in consultation with local Citizen Committee to ensure transparency. The process already begins to establish responsive governance at grass roots.

Work plan and priorities for next half year

A number of tasks are remains to go at National level to make policy makers more aware and responsive to LG issue. National Programme such as debate, policy meeting, Coordination meeting, LEB workshop, meeting with journalist and civil society, Citizen Committee training on transparency and accountability, standing committee activation and study report publication will get the highest priority for the next half year. (**Attached work plan**)

4. Implementation mechanisms

- The functioning of steering mechanisms, project management, planning, monitoring and administration.

DW making all its program decisions at monthly Project Management Meeting (PMM). The PMM participated by Executive Director (20%), Programme Manager, Programme Coordinator, M&E Coordinator, Finance Manager (30%), 1 Internal Auditor (50%), 1 Accountant, 2 Programme Officers and 3 Assistant Program Officers, 1 Technical Assistant and 1 Driver.

Organizational and implementation strategy have been discussed and reviewed from time to time through active participation of PNGOs. Partner organizations used to propose their ideas, views and plans through quarterly Partnership Meeting. There will be an annual meeting with all partners of DW every year.

For smooth running of the project activities the individual partner usually prepares the work plan, implement the activities, following the work plan and monitor the day to day activities. Organization of the partner for implementing the project is the Executive Director with 50 % responsibility in addition to his/her regular work. To run the project they have recruited; 1 Project Coordinator, 1 Programme Officer, 1 Assistant Programme Officer, 1 Union Organizer, 1 Accountant with 50% responsibility and 1 support staff. Alongside partners have recruited 1 PRC Representatives from each new union who communicate and give messages to people about PRC. All recruitments will be based on project size and geographical coverage. Management of each partner will provide on the job/in-house and formal training for staff capacity building. A small team of PRC monitoring the project activities and DW is ensuring the necessary capacity building of the individual partners. Partners report to Program Manager and Program Manager reports to the Executive Director of Democracywatch.

Finance Department of DW is keeping account of the expenses and produce financial reports. All financial budgeting and reporting will be coordinated by Finance department of DW in close cooperation with the Programme Manager.

DW prepares and submits the Periodic and Progress reports and Program completion report to DANIDA.

DW in Dhaka and individual partners operate separate bank accounts for projects. The accounts process are carried out in accordance with financial and administrative guideline of DANIDA

An NGO Bureau enlisted firm of chartered accountant and approved by DANIDA will audit financial statement for the individual projects at the end of each year. Audit report will be prepared and sent to DANIDA.

Democracywatch has appointed one M & E coordinator with full responsibility of developing comprehensive M&E system, tools and techniques, which will be practiced both at Democracywatch and field level. DW will on a regular basis monitor the implementation of the individual projects based on the developed monitoring system. In the 3rd year of the project a mid term evaluation will be done which would be an opportunity to look back whether the objectives could be achieved with the present plan or some new ideas need to be incorporated.

The partner organizations' individual projects submit the reports to DW using prescribed formats and timetables as per requirements.

In consultation with partner NGO and keeping the requirement of DANIDA in mind reporting system and formats will be developed by Democracywatch.

Progress in relation to donor coordination and harmonization

Danida officials always coordinate and giving time to time advises to implement the project smoothly. Without it they visit at national and local offices as well to oversee the programmes.

On 4 and 5 February, 2007 Hans Hoffmeyer, Programme Coordinator and Sarder Asaduzzaman, Programme Officer of DANIDA-HRGG-PSU have been visited Jessore and oversaw the different programmes of PRC.

A 3 day long financial management training organized by DANIDA held at CDA from 30 July-1 August, 2007. All the partners Accounts personnel, Programme Officers from Democracywatch attended in the training programme. Mr Anwarul Amin, financial controller and trainer conducted the sessions very successfully.

Apart from this Programme Officer of DANIDA always use to keep contact with us to know the status of PRC Project.

Principle tasks

- Need more Rapport building at UP level
- Need to establish comprehensive contact with UP chairman and other stakeholders (i.e. UNO, Upazilla Health, Education and Agriculture officer etc)
- Need more training for national and local staff
- Organize partnership meeting, strategy planning to resolve the problems at implementation level
- Ensure regular field visit from Democracywatch to give input at implantation level

Challenges

- As the state of emergency is going on in the country, organizing the programme at field level is quite hampered due to lack of coordination from the TNO office, lack of people's interests etc.
- Forthcoming national election will be influenced at UP level, so that people from different political parties will be involved in different political programmes at UP. Due to this reason regular programme of PRC could be hampered.
- Some UP Chairman are absconding due to state of emergency so the main player is missing for a while on the eve of this intervention.
- Most of the UP chairman are politically motivated either government party or opposition and they can't lose their concentration on their own duties and responsibilities to run all the development projects smoothly.

Annexes:

1. Monitoring charts including all indicators and targets according to specific format
2. Project level (output based) work plan with specific targets for the reported period
3. Project level (output based) work plan with specific targets for the next (half) year

Democracywatch
People's Reporting Centre (PRC)
Achievement of Different Programs in PRC Project Areas (January – December 2007)

SL	Name of activity	2nd Year target			Dhaka		Jessore		Dinajpur		Gazipur		Nilphama ri		Total Ach	Total Def
		Def	Target	Total	Tar	Ach	Tar	Ach	Tar	Ach	Tar	Ach	Tar	Ach		
	Out put- 1															
3.01	Standing committee formation		28	28	0	0	14	14	4	4	4	4	6	6	28	0
3.02	Participatory planning & budgeting workshop		12	12			5	5	2	2	2	2	3	3	12	0
	Pre-Budget Session	5	14	19			10	10	3	3	3	3	3	3	19	0
3.03	Participatory budget analysis (5 deferred)	5	14	19			10	10	3	3	3	3	3	3	19	0
3.04	Meeting with journalist & civil society		4	4			1	1	1	1	1	1	1	1	4	0
3.05	Organized workshop with LEB & officials	3	28	31			17	17	4	4	4	4	6	6	31	0
3.06	Coordination meeting	37	168	205			105	105	34	34	24	24	42	42	205	0
3.07	Sharing meeting		22	22			10	10	4	4	0	0	8	8	22	0
3.08	ADR Facilitation	50	84	134			85	15	16	15	13	13	20	13	48	86
3.09	Exposure visit (in house)		3	3			2	2	1	1	0	0	0	0	3	0
	Exposure visit		1	1	1		0	0	0	0	0	0	0	0	1	1
	Output- 2															
3.12	Citizen committee training		252	252			135	135	36	36	36	36	45	45	252	0
3.15	PRC manual print cost (5000)		1	1	1										0	1
3.16	Spot campaign		67	67			35	35	10	10	8	8	14	14	67	0
3.17	Poster develop, print and disseminate (18000)		1	1	1										0	1
3.18	Yard meeting	99	504	603			315	315	90	90	72	72	126	126	603	0
3.19	Video Show of awareness raising		67	67			35	35	10	10	8	8	14	14	67	0
3.2	Monthly / Quarterly meeting		112	112			60	60	16	16	16	16	20	20	112	0
3.21	SAT facilitation		8	8			2	2	2	2	2	2	2	2	8	0
	Output- 3															
3.22	Participatory policy dialogue		1	1	1		0	0	0	0	0	0	0	0	1	1
3.23	Participating debate & meetings		2	2	2		0	0	0	0	0	0	0	0	2	2
3.24	Report published & distribution on Participatory budget		1	1	1		0	0	0	0	0	0	0	0	1	1
3.25	PRC Study (Status of UP women Member)		2	2	2		0	0	0	0	0	0	0	0	2	0
3.26	Local Press Conference		4	4			1	1	1	1	1	1	1	1	4	0
3.27	National press conference		2	2	2		0	0	0	0	0	0	0	0	2	2
3.28	Experience sharing meeting among staffs		1	1	1	1	0	0	0	0	0	0	0	0	1	0
3.3	Seminar on policy advocacy		2	2	2		0	0	0	0	0	0	0	0	2	2
3.31	Develop advocacy strategy		1	1	1		0	0	0	0	0	0	0	0	1	0
	Output- 4															
3.33	Staff (DW & PNGO) capacity building		2	2	3	3	0	0	0	0	0	0	0	0	2	0
3.34	M&E tools develop and print		1	1		1	0	0	0	0	0	0	0	0	1	1
3.35	Annual partnership meeting		2	2	2	2	0	0	0	0	0	0	0	0	2	0

People's Reporting Centre (PRC)
Six Months Work Plan (January 2008 - June 2008)

SL	Activities Name	2nd Year Deferred Activities	3rd Year Target	3rd year Total Target (including deferred)	Six Months Target	Working Area			
						Dhaka	Jessore	Nilphamari	Dinaipur
	Out put 1								
3.01	Standing Committees Facilitation	0	56	56	32		16	8	4
3.02	Workshops on participatory planning & budgeting	0	-	-	-	-	-	-	-
3.03	Participatory Budget Analysis	0	28	28	28		15	5	4
3.04	Meeting with Journalist/civil society	0	4	4	2		1	1	-
3.05	Organize workshop with LEB & officials	0	28	28	14	-	7	3	2
3.06	Coordination Meeting Conduction	0	168	168	84	-	45	15	12
3.07	ADR Facilitation	86	84	170	127	-	71	32	14
3.08	Exposure visit (2 In Country)	0	2	2	1	1	-	-	-
3.09	Exposure visit (1 Out of Country)	1	0	1	1	1	-	-	-
	Output 2								
3.11	Formation of Citizen's Committees	0	-	-	-	-	-	-	-
3.12	Training of PRC members, CC members	0	252	252	126	-	68	22	18
3.14	PRC manual develop	1		1	1	1	-	-	-
3.15	PRC manual print (5000 copy)	1		1	1	1	-	-	-
3.16	Spot Campaign	0	56	56	28		15	5	4
3.17	Poster develop, print and disseminate (18000 copy)	1	1	2	1	1	-	-	-
3.18	Yard Meeting	0	504	504	252	-	135	45	36
3.19	Video show of Awareness Raising	0	56	56	28	-	15	5	4
3.20	Quarterly/Monthly Meeting with CC	22	112	134	78	-	46	12	8
3.21	SAT facilitation (Event)	0	8	8	4	-	1	1	1
	Out put 3								
3.22	Participatory Policy Dialogue	1	2	3	1	1	-	-	-
3.23	Participating debate & meetings	4	2	6	2	2	-	-	-
3.24	Report published & distribution on Participatory budget	2	1	3	1	1	-	-	-
3.25	Study report published & distribution	0	1	1	1	1	-	-	-
3.26	Local Press Conference	0	4	4	4		1	1	1
3.27	National Press Conference	2	1	3	1	1	-	-	-
3.28	Experience sharing meeting among staffs	1	1	2	0	1	-	-	-
3.29	Meeting with Policy Makers		1	1					
3.30	Seminar on policy advocacy	2	2	4	0	0	-	-	-
	Out Put 4								
3.33	Staff (DW and PNGO) Capacity Building	1	1	2	1	1	-	-	-
3.34	M & E tools develop and print cost	0	1	1	1	1	-	-	-
3.35	Annual Partnership Meeting	1	1	2	1	1	-	-	-