Global Partnership for Social Accountability (GPSA)
Grant Application Form | Word Version

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PART 1 OF GPSA APPLICATION

SECTION 1: PROJECT BASIC DATA SHEET

1.1   **Project Title:** Journey for Advancement in Transparency, Representation and Accountability (JATRA)
1.2   **Country where the Project will be implemented.** Mark all that apply. *[List of participating countries will show in e-application]*
Bangladesh
1.3   **Project Overview***[Click on text field in e-application to complete the list of questions below in pop-up window]*
➢   **Recipient/executing organization name.** For mentoring proposals, name of mentor organization.
CARE Bangladesh
➢   **Address of recipient organization**. Please make sure address includes the country.
20-21, Pragati Insurance Bhaban, Kawranbazar, Dhaka-1215, Bangladesh
➢   **Country in which applicant CSO is a legal entity**. Please select from list below. *[List of participating countries will show in e-application]*
Bangladesh
➢   **Mentee(s) organization(s) name(s)**
➢   **Project Manager**. If manager not appointed yet, indicate name of Project main contact person.
➢   **Phone.** Include country area code.
➢   **Email**of main project contact person.
➢   **Project implementation period: Start date.** Estimated date when the Project would begin receiving GPSA funding; an estimated start date should be anytime after July 1st, 2013. If the Project is already being implemented, please explain so under Part 2: Project Description/Description of Components and Activities
[Upon clicking on text field calendar will appear to select date]   01-Jul-2013
➢   **Project implementation period: End date.** Estimated closing date should be between 3 to 5 years after Project start date.
[Upon clicking on text field calendar will appear to select date] 31-Dec-2016
➢   **Project geographic sco**pe: Indicate if project will be implemented at the (a) National level or (b) Sub-national level only. If (b),

specify geographic areas covered by the project

Sub-national level: Nilphamariand Gaibandhadistricts of Northwest of Bangladesh

➢ **Requested GPSA Grant amount. Total Project cost.** (in US dollars) Requested amount should range from US$500,000 to US$1,000,000; requests below US$500,000 may be considered depending on the Project's duration and characteristics. GPSA financing may cover 100% of total project cost but it should not exceed 50% of the organization's total operating budget.

USD 644,138

➢ **Total Project cost. (in US dollars)** Overall project cost, including GPSA requested funding.

➢ **Financing sources**. Additional financing sources. If yes, please list them and include the budget amount contributed by these sources to the Project.

CARE Bangladesh will bring $19,779 as cost share for the project activity 8: Capacity building of local journalists under Component 2 and activity 3 under Component 4. The additional funding will be matched from Program Partnership Agreement with CARE UK.

SECTION 2: PROJECT OBJECTIVES

2.1 Describe the proposal's core objective(s), distinguishing between the higher-level goals that guide it and the specific, strategic objectives that are expected to be achieved during the project's time frame.

Project objectives describe outcomes by explaining the intended benefits (physical, financial, institutional, social, or other types) to a specific community/group of people or organizations, and/or institutional changes that are to be realized, through one or more interventions. The intended benefits should be:
- Measurable and
- Specific.

By reading a PO, one should be able to determine which group is being targeted directly by the project and what they will be doing better or differently as a result of the project interventions. The nature of the outcome(s) described in the PO should be based on a realistic (and evidence-based) assessment of what effect can be achieved with the available resources (and inputs provided by the Project) over the relevant time horizon using the approach being pursued. Outcomes described in the PO will have to be defined later on in the Proposal's results framework, through indicators, which are often, but not always, quantifiable and measurable or observable. Some indicators are qualitative. In some settings, desired outcomes may include changes in people, organizational or institutional processes, practices, behaviors and relationships, which may best be tracked through qualitative data.

[MAX 300 WORDS]

The project overarching goal is:

Union Parishad public finance management systems are strengthened, transparent and aligned with the Local Government Act 2009. UP will benefit from institutional strengthening through establishing transparent and participatory budget processes which will ultimately improve their legitimacy, their effectiveness in delivering services and ultimately their income revenues

 The core objectives are:

1. **Citizens and leaders from poor and marginalised groups are empowered to engage in budget planning and moni-**

toring. Citizens and leaders will benefit from increased knowledge and capacity to engage which will result in increased social capital, increased access to quality services and improved livelihood for the targeted community households.

2. **Union Parishads institutionalises participatory and transparent budget processes which are aligned with the Local Government Act 2009 and representative of a pro-poor vision**. UP members will benefit from increased knowledge and the UP governance mechanisms which will be strengthened which will result in increased legitimacy, increased revenue, and more accessible and effective service provision. This in turn will also trigger increased access to central revenues and grants for UP.

3. **Budget information systems are strengthened and accessible to citizens, especially from poor and marginalised groups.** Citizens will benefit from having more knowledge on the UP decisions and will be able to engage more systematically and in an informed way and access what they are entitled to. The media will improve its role and credibility as an institution.

4. **Constructive collaboration and effective networks are established between UP, UPZ, national government institutions, civil society organisations and platforms, and the media to scale up best practices on participatory and transparent budget processes**. Various governments' institutions from the local to the national level will benefit from stronger accountability mechanisms which will ultimately strengthen the Local Government Division and the effectiveness of the decentralisation system of the government of Bangladesh. (300 words)

2.2 **Indicate the proposal's focus area.** Please mark all focus areas that apply to this Project.

Social accountability initiative or program	X
CSO Institutional strengthening	X
Capacity-building and technical assistance	X
Mentoring [one or more of the above through mentoring]	X

2.3 **GPSA Pillars of Governance.** Which GPSA "pillars of governance" are addressed by the proposal?Mark all that apply.

Pillars of Governance	GPSA Expected Outcomes (Program level)	Pillars addressed by the Project
Transparency	➢ People are able to get more information about government activities and are able to use this information effectively	X
Representation and voice	➢ Peoplehave a mechanism and/or policies through which they can voice their concerns to the government and influence policy	X
Accountability	➢ Governments are more accountable to beneficiaries in delivery of services and in management and use of public resources	X
Learning for improved results	➢ GPSA beneficiaries have greater knowledge and practice of social accountability, and civil society organizations have greater capacity to implement social accountability initiatives	X(this is a required area for all Grant Applications)

2.4 Project Goals and CSO's Mission. Relate your proposal's goals and objectives to your organization's mission, objectives and existing program areas. Explain clearly how the proposal fits within your organization's work. If you wish to attach supporting materials about the Project or your organization's work, you may do so at the end of the application, or you can include a website link in your answer.

[MAX 400 WORDS]

The project goal is very relevant to the vision, mission and strategy of CARE Bangladesh to address the linkages between poverty alleviation and participatory inclusive governance (<http://www.carebangladesh.org/publication/Publication_1336296.pdf>). CARE Bangladesh understands poverty as the deprivation of certain capabilities and freedoms. Poverty is therefore multidimensional, dynamic and contextually specific. Weak governance has also been identified by CARE Bangladesh as an underlying cause of poverty and marginalization. CARE believes that poverty and vulnerability are driven by unequal power relationship and resource allocation. Good governance is therefore a domain of change in CARE Bangladesh's "pathways of change" for achieving positive and sustainable impact in the lives of the poorest and the most marginalized. This project is embedded within CARE Bangladesh Extreme Rural Poverty Program which focuses on active engagement of the very poorest in the local governance processes and aims to reduce exploitation of extremely poor people and their dependency on others.

The project will be implemented in 8 Unions ofNilphamari district under Saidpur and KishoregonjUpazilla and 7 unions of Gaibandha district under PolashbariUpazillalocated in the Northwest of Bangladesh, which is a region characterized by widespread, high levels of extreme poverty and food insecurity. CARE Bangladesh has a long history of working with local government in the NorthWest region. In Nilphamari, the project is strategically located on and around the Botlagari model union, a learning lab of CARE Bangladesh and a mentor for other Unions.In Gaibandha, the project will work in Unions overlapped with Social and Economic Transformation of the Ultra-Poor (SETU) project of CARE Bangladesh, where pro-poor governance approach is already applied but no social accountability tools such as CSC, social audit or participatory budgeting or budget tracking have been implemented. Altogether, the project will work in 9 unions where CARE has already built the capacity of Union Parishads onpower, poverty, gender and vulnerability analysis and has developed a longer term vision for pro-poor development. Also, in these 9 unions natural leaders organizations as a representative forum for the poorest are active and will be engaged in citizens-centred advocacy. The rest of the Unions (7) will be new and the project will provide capacity building support following the same social accountability model developedby CARE and will also ensure the channeling of resources for UP members capacity building from the collaboration with Horizontal Learning Program under Local Government Division. CARE Bangladesh considers that a randomised choice of UP may put at risk the success of the activities proposed and would rather ensure that this project demonstrates effectiveness and allow in the coming 3 years to demonstrate the value and added-value of budget transparency. The 15 Union Parishads proposed for the projects are based on a combination of UP willingness and enthusiasm to be more accountable and transparent, on UP capacity and on citizens' capacity and engagement along with socio-political factors that incentivize UPs to adopt participatory and inclusive approach. With regards to M&E, this selection will therefore not allow to use Randomized Control Trial. A Propensity Score Matching is therefore proposed instead.

The intervention logic of this project has been developed using the CARE UK Governance Programming Framework (GPF) (<http://governance.care2share.wikispaces.net/file/view/GPF+main+document+FINAL.pdf>) adopted by CARE Bangladesh and it is based on CAREBangladeshs extensive experience to implement governance projects in more than 50 unions in recent years. The proposed project will enable CARE Bangladesh to demonstrate that by increasing citizens' knowledge and skills to engage, by building the capacity of government's representatives and power holders to provide improved services and strengthening inclusive democratic spaces and accountability mechanisms, improved sustainable development and democratic outcomes will result a decrease in poverty level. The knowledge and learning generated from the project will strengthen CARE Bangladesh's engagement with civil society, policy makers and donors and government representatives at all levels to influence policy and practices on budgeting and inclusive local governance.

This project builds on CARE Bangladesh experience of strengthening inclusive governance. Up until this date, CARE Bangladesh interventions have focused on building community mobilization and strengthening the engagement of the poor and most marginalized in Ward Shava and Open Budget meetings but CARE hasn't to date institutionalized the systematic use of social accountability tools such as community score-card, social audit or budget tracking. This project will take CARE Bang-

ladesh social accountability work a step ahead and will allow the organization to create and establish these mechanisms and ensure these are used to monitor budget expenditure as well as the quality of the services and infrastructures for which budget is allocated.Thus this will contribute to develop a model of "participatory budget cycle" ensuring civic engagement in all steps. Another donor up until this date has not funded the implementation of these social accountability tools.

2.5 **Project Beneficiaries.** Please identify the project's beneficiaries. *[Click on text field in e-application to complete the two sub-questions]*

2.5.1 Project's main direct beneficiaries. People benefiting directly from the Project's outcomes. This involves identifying people for whom the project is intended to bring changes, e.g. population from targeted areas benefiting from improved access to or use of specific services, and for whom the change in policy or practice will make a difference in their lives. If the project intends to engage people from poor and vulnerable groups, please make sure to explain clearly how are they going to be engaged in the Project, including what is expected in terms of outcomes that will benefit these specific groups.

[MAX 250 WORDS]

The primary beneficiaries of project are approximately 30,000 extremely poor households, especially the most marginalized women, in the targeted 15 unions. The extremely poor are those whose wellbeing is ranked as the lowest in political, social and economic realms and those who are trapped in unequal power relations.

Using existing power and poverty mapping in SETU overlapped unions, the project will capitalized already mobilized the local leadership, with a specific focus on strengthening women leadership, to represent the demand for services and resources of the poor and marginalized women and men in decision-making spaces at the UP level. The capacity strengthening initiative for these leaders will enable them to become more confident and organized to articulate the issues faced by their communities. The project will ensure active participation of these community leaders, especially women, in key decision making spaces such as the Ward Shava, the Open Budget Session and also among the Ward Development Committee, the Scheme Supervision Committees, and ultimately in the UP Standing Committees. Additionally, this process will allow the wider community to play an active role in social accountability mechanisms, which will be put in place to ensure inclusive democratic processes and access and quality services.

Members of the Ward Committees, UP Standing Committees, the UP Planning Committee, the Scheme Supervision Committees and Union Development Coordination Committee will also directly benefit from capacity building as community leaders capacitated by the project will represent themselves in the committees, which will allow them to deliver mandates according to the UP Act 2009, to engage efficiently in democratic processes and ultimately improve their legitimacy with their constituents.

2.5.2 Project's indirect beneficiaries. Wider community benefiting from potential Project outcomes and impact. For Projects focusing on governance reforms, expected outcomes and impacts may benefit the country as a whole.

[MAX 100 WORDS]

The total population of the targeted 15 unions (approximately around 400,000) will be benefiting from the overall improvement of the UP's governance by accessing improved services and better targeted resources.
Local Government Division of Government will benefit by building stronger legitimacy which should in turn improve tax collection, which will ensure access to "block grants" from central Government. This will impact the total population of the unions.
Champion officials within the Local Government Division will have example of a model that integrates social accountability tools to effectively integrate Union Parishad Act 2009. Especially Horizontal Learning Centre under the National Institute of Local Government and Horizontal Learning Program led by Local Government Division will benefit from having evidence and

example of effective mechanisms which support the effectiveness of the decentralization system and service delivery.

SECTION 3: PROJECT DESCRIPTION

3.1 Sectors of Focus. *[Click on the text field in the e-application to mark your answer(s)]*

Please mark the sector(s) of focus of the proposal		Mark proposal's scope for the sector(s) indicated		
		National	Regional (in-country)	District/Local
Core public sector focus	Transparency/Access to Information	X		X
	Budget Accountability			X
	Procurement			
	Anti-corruption			X
	Other (please specify)			
Sector focus	Education			
	Health and nutrition			
	Social protection			x
	Water and Sanitation			
	Energy			
	Transport (roads/public transport)			
	Natural resources			
	Other (please specify)			

3.2 **Project Strategy.** The Project must spell out a clear strategy to generate changes and deliver tangible results. The *strategy in this context* refers to the courses of action that will be prioritized and taken by the Project to achieve its expected outcomes. The Project's strategy is broader than the choice of specific social accountability "tools" or mechanisms, and should also consider other dimensions such as constituency-building (including national and sub-national level options), alternatives for engaging with the state, communications and outreach, among others.
[Click on text field in e-application to complete the 5 sub-questions in pop-up window]

3.2.1 Summary of Project strategy. Describe the governance and/or development issues that will be addressed by the project ("What?") Summarize the project's strategy to achieve the proposed changes and reforms. ("How?") If the Project's focus is institutional strengthening of CSO(s) only, please summarize the Project's institutional development strategy. In which ways will it link with the implementation of social accountability activities by beneficiary CSO(s)?

[MAX 200 WORDS]
The combination of limited, insecure and mismanagement of financial resources, limited knowledge about their roles and responsibilities, ineffective information provision mechanisms often result in UP being able neither to fully implement the Union Parishad Act 2009 nor to address poverty.From the civil society sphere, a lack of knowledge about entitlements, often caused by limited access to information, and weak social mobilization prevent citizens fromparticipating in decision-making spaces, accessing services and exacting accountability from their local governments.

This project is designed to work mainly on the supply-side. CARE Bangladesh will use a social accountability model developed through previous governance projects to build the capacity of UP and citizens to establish inclusive democratic decision-making spaces so that the UPs, specifically through their budget process, become transparent, accountable and responsive. For capacity building of the new UPs where CARE Bangladesh's project previously did not facilitate capacity build-

ing, the project will collaborate with Local Government Division and other development projects to ensure resources are available for enhancing skills in power and poverty analysis and development of a pro-poor vision. Information on UP mandate, citizens' rights and resource allocations will be made accessible to all citizens and UP representatives through its dissemination on UP Boards, UP Information Centers, during public events, accessing information using UP Helpline via mobile phones and broadcasted by the media. To influence wider practices, the knowledge and learning produced will be shared within the districts and at national level through the use of media, peer learning and civil society platforms.

3.2.2 Strategy for building multi-stakeholder support. What is the strategy for building multi-stakeholder support for the project? Which strategic pathways will be used? (e.g. coalition-building, use of networks, targeted outreach to change agents across diverse stakeholder groups, such as private sector, media, others; strategic coordination of local and national civil society monitoring interventions; use of transnational networks and coalitions; use of international standards and independent monitoring mechanisms; among others) If the Project's focus is institutional strengthening of CSO(s) only, please explain how the proposed activities will improve beneficiary CSO(s)' capacities for building multi-stakeholder support for its social accountability work."

[MAX 200 WORDS]

In order to build government support, the incentives, political determinants and capacity of different stakeholder needs to be assessed. CARE Bangladesh has just completed a research on the political determinants of incentives for UP representatives that shows that implementation strategies for participatory governance should be different based on political alignment between UP chairman, MP, Upazilla Chairman and Upazilla level bureaucracy.The findings will be strategically applied to the approach implemented with all UP and WARD members. In order to strengthen UP engagement, the linkages between citizens' participations, state legitimacy and the potential on impact on income revenues and improved service delivery will be shared extensively.

CARE Bangladesh has very good relationship with local media in the Northwest of Bangladesh. Capitalizing this relationship, a partnership will be built with the local media focusing on participatory budgeting. Budget information and best practices will be disseminated in local dialects through 4 Community Radio Stations in collaboration with Bangladesh NGOs Network for Radio and Communication (BNNRC). Local radios and trained journalists will be included into the project from the start and will play a significant role in disseminating information and the continuous learning produced by this project.

At national level, the project will use existing platforms such as the Horizontal Learning Program with whom CARE Bangladesh is already collaborating on sharing promising practices around inclusive governance to build coalitions and facilitate cross-learning on budget transparency. CARE Bangladesh will partner with the Institute of Governance Studies and BRAC Development Institute to produce solid evidence-based research to influence development practitioners and the LGD.

3.2.3 Strategy of constructive engagement. What is the proposal's strategy of constructive engagement with the state (executive, legislative, judicial/national, sub-national, local, regional)? What actors are expected to use what type of information related to or generated by the Project, and how these actors will use such information? If the Project's focus is institutional strengthening of CSO(s) only, please explain how the proposed activities will improve beneficiary CSO(s)' capacities for constructive engagement with the state.

[MAX 200 WORDS]

The approach of this project is to develop and share a practical model of how to institutionalize participatory and transparent budgeting processes using the mandate of the Union Parishad Act 2009 and Rights to Information Act. Within Local Government, UP members and WARD representatives will use the information produced by citizens participations in decision-making spaces to inform resource allocations so that they benefit the local communities.

At national level, through Horizontal Learning Program, the evidence-based research produced by the BRAC Development Institute, the Local Government Division and the National Institute of Local Government will benefit from the learning produced to inform the LGSP and existing policies on local governance and the training curriculum for Ups.

Specific collaboration will be facilitated with the Local Government Division of Government of Bangladesh to build an integrated model using social accountability tools that demonstrates effective implementation of Union Parishad Act 2009. CARE Bangladesh, being an active development partner of Horizontal Learning Program, will conduct a quick assessment of "good kings" within the Local Government Division and will engage them in the model for enhancing ownership.

Again, as CARE Bangladesh has extensive presence in the Northwest, pro—poor and pro-participatory champion Government officials have already been identified especially with regard to inclusive governance. This initiative will build on the existing relationship with the Government at local and regional level and will engage champion officials in the process. Regular meetings and exchange visits will be organized with Upazilla, District and Divisional level Government officials to encourage and incentivize them and create growing ownership for more budget accountability. Champion Government officials will be invited in annual learning event and will be fed in with learning and knowledge materials.
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3.2.4 Communications and outreach strategy. What is the communications and outreach strategy for attracting the attention of different audiences, including the media? If the Project's focus is institutional strengthening of CSO(s) only, please explain how the proposed activities will improve beneficiary CSO(s)' communications and outreach capacities.

[MAX 200 WORDS]
The local media will be a key partner in this project. At local level, 5 Community Radio Stations will disseminate key information related to the UP budgeting processes. Mass-line Media Centre will support the capacity building of local journalists so that they develop their budget literacy skills in order to be able to share information clearly and in an accessible way to the communities in the target areas and beyond. The project is expecting the local media to play the role of "watch-dogs" in promoting participatory and inclusive budget at UP level.

As an active partner of Horizontal Learning Program of World Bank, the project will facilitate cross-learning with the UnionParishads included in this initiative. The working Upazilla will be included in HLP, so that learning generated by the project can trickle down within the whole Upazilla and to the rest of the country. In order to reach policy makers, development practitioner and donors, thematic workshops will be organized every year in collaboration with the LGD and the NILG.

The project will support the use of UP Notice Boards and information centers and will organize village fairs and use hat and festival days to share information with citizens.

3.2.5 Choice of social accountability mechanisms and tools. What are the specific social accountability mechanisms or tools implemented or employed in the project? How will they contribute to the proposed outcomes? If the Project's focus is institutional strengthening of CSO(s) only, please explain how the proposed activities will improve beneficiary CSO(s)' capacities to design and implement social accountability mechanisms and tools.

[MAX 400 WORDS]

Community score-cards will be used to monitor some the services considered as key for improved livelihood by the citizens in each UP. Each year citizens will choose one service. This will enable them to directly address service delivery issues with the UP members and develop joint action plans for their improvements.

Following the same tailored approach to community needs, social audits will also be implemented on key infrastructures projects each year to assess the procurement processes, compliances with building standards and the quality of the finalized infrastructures.
Public expenditure tracking systems will be established to monitor the overall allocation of UP resources.

The participation of marginalized citizens, especially women, in key spaces such as the Ward Development Committees, the Scheme Supervision Committees, the UP Standing Committees and the UP Development Committees will be strengthened so that decision-making processes and key meetings such as the Open Budgets are spaces where citizens can hold their representatives accountable for their mandate and commitments. The information about and produced by these processes will be shared through the various communications means developed throughout the project.

The use of these tools will allow community to monitor whether the committed resources have been disbursed and used in the most effective way. The key stakeholders in these social accountability mechanisms will be the Ward Development Committees, the Scheme Supervision Committees, the UP Standing Committees, the UP Development Coordination Committees and citizens.

These processes will demonstrate the active engagement of citizens in budget allocation monitoring and will support informed citizen participation in UP decision-making processes. As a result UP inclusive governance processes and especially budgeting processes will be strengthened, transparent and aligned with the UP Act 2009.

These social accountability mechanisms and tools will strengthen social capital and citizen engagement at the UP level and will improve the legitimacy of the UP. Ultimately these process will have an impact on UP revenues as citizens' trust in UP should result in increased taxation, therefore increasing the potential for UP to access block grants from the LGD. Finally the implementation of these social accountability mechanisms at the local level will create a body of learning and evidence that will be used at the national level for policy and local governance practices influencing. (370)

3.3 Social Accountability Tools. Please select the social accountability tools and mechanisms that are expected to be used during the Project's lifetime. Mark all that apply. This information will be used for knowledge and learning across GPSA's activities.*[Click on text field in e-application to mark your answer(s)]*

Social Accountability Tools and Mechanisms	
Transparency and Access to Information	
Develop policy proposals to advance new, modify or reform existing transparency and access to information legislation or regulations (national, state/provincial, municipal, sector)	
Develop information and communications materials to make public information accessible to targeted audiences	X
Submission of requests for access to public information	
Develop online database to display public information in accessible, understandable formats	X
Independent budget analysis (national, state/provincial, municipal, sector)	X
Use of Supreme Audit Institution reports/other Oversight Agencies' reports & data	
Other(s) Please specify:	
Voice and Representation	
Develop civic application to display public information **and** engage citizens or targeted audiences through the use of ICT tools (e.g. crowd-sourcing, SMS)	X
Capacity-building of CSOs, CSO networks and/or targeted citizen groups	X
Setting-up or strengthening state-civil society councils or committees	X
Use of formal public petition process or organization of informal collective petition process (e.g. using web-based petition tools)	
Use of formal citizen participation mechanisms (e.g., public hearings, participatory rulemaking processes, etc)	X
Other(s) Please specify:	
Accountability	
Develop online civic application to monitor government's enforcement of transparency/ATI policies	
Develop web-based civic application to monitor (national, state, municipal, sector) public programs and institutions	
Independent budget monitoring (including budget expenditures tracking, budget process monitoring)	X
Design and implement community scorecards to assess service delivery (availability of inputs, service quality)	X
Design and implement social audits of public policy/public program implementation, community-based monitoring of public works'	X

execution	
Independent monitoring of procurement and contracting processes	
Design and implementation of complaints handling or grievance redress mechanism	
Collaboration with accountability institutions (e.g. Ombudsman Office, Supreme Audit Institution)	
Use of international standards and monitoring mechanisms to monitor (national, state/provincial, municipal, sector) country's compliance, enforcement and implementation of policies and programs	
Other(s) Please specify:	

3.4 Summary of Project Components. *[Click on text field in e-application to complete the three sub-questions]*

3.4.1 Project Summary. Please provide a general description of the proposal's main components, including their key objectives, activities, beneficiaries and stakeholders that will be engaged. You will be able to provide detailed information about each component in Part 2: Project Components.

[MAX 500 WORDS]The overall goal of this project is to strengthen***Union Parishad public finance management systems so that they are transparent and aligned with the Local Government Act 2009***. This institutional strengthening will ultimately improve the UP legitimacy, their effectiveness in delivering services and ultimately their income revenues

The first component will focus on building the capacity of citizens so that citizens actively participate in decision-making spaces to influence budget allocation. Active engagement in social accountability tools will enable the citizens to influence allocation and monitor expenditure and the quality of services. Exchange visits and community forums will be organised for peer-learning. As a result citizens will be empowered to actively engage with their UP decision-making processes. This component aims to institutionalise transparent, inclusive and responsive budget mechanisms for the benefits of the UP and their local communities, especially the poor and marginalised groups. As participatory spaces, such as, Open Budget Meeting, Ward Sava, Union Development Coordination meeting are already in place through Union Parishad Act 2009, the initiative will work with the Local Government Division, National Institute of Local Government, Horizontal Learning Centre (HLC) and other relevant development initiatives to ensure that resources are available for capacity building of targeted UP members..Community score-cards will be used to monitor services and social audit to monitor the quality of some infrastructures. Public expenditure tracking will be used throughout the project to monitor expenditure and the evidence collected shared during the Open Budget meeting and other relevant meetings. In collaboration with the Scheme Supervision Committee, citizens from each UP will decide through inclusive ward meetings which services and infrastructures they find most relevant to monitor each year. CARE Bangladesh will work in close association with the HLP and the LGSP/LIC to ensure that the government trainings such as the local PEM I and II are delivered to the UP members targeted through this project.

The second component objective is tostrengthen transparent provision and access to information. Information provision and access will be an integral part of this project and will be ensuring through partnering with media partners at the local and national level. Information will be provided through local radios and newspaper, using the UP notice boards, the Information Centres and the UP Helpline. Ultimately by improving budget transparency, this project aims to rebuild the legitimacy of the UP so that UP income through increased tax revenue and access to block grant increases and result in improved services and better livelihood for local communities.

The third component will concentrate on influencing social accountability practitioners, policy makers, local

government representatives and bureaucrats at regional and national level and donors with knowledge and learning on improving accountable and transparent budget processes and social accountability tools in general. In collaboration with BRAC Development Institute, the project will generate knowledge materials appropriate for influencing wider targeted audiences. The project will also organize lessons learning and advocacy work-shops to share knowledge products. The other stakeholders for the project for this component will be Horizontal Learning Program under Local Government Division and National Institute of Local Government.The media will also play a key role in disseminating some of the learning produced.

3.4.2 Summary of Lessons Learned. Summarize what lessons have been learned from previous experiences in the project's sector or area, including projects carried out by your organization or by other actors in your own country, or from other countries. Explain how the project design has taken these lessons into account.

[MAX 250 WORDS]

In project design, the learning from CARE Bangladesh's experience of working with Union Parishads has been used to de-velop this proposal. CARE's involvement in civil society forums (e.g. HLP and collaboration with IGS and Brac Development Institute) on governance also contributed to this proposal. CARE Bangladesh has also drawn experiences from Malawi where CARE has extensively used "community score cards" to monitor health services. The following learning have been drawn upon to design this proposal:

o   The key to succeed with participatory governance with Union Parsishad is the "Mindset Change" of elected repre-sentatives and this happens only if a project has systematic processes to constructively engage with them.

o   Understanding incentives (e.g. participatory processes strengthen state legitimacy and result into higher tax collec-tion; increased transparency, more participation in elections) for UP chairmen and members to adopt participatory approach is crucial.

o   Representation from the poorest, especially women, in all decision-making spaces is key to ensure equitable and inclusive process

o   "Peer to Peer learning" works are effective to trigger interest and commitment of both Governments representa-tives and citizens

o   Representation from the poorest and the marginalized, especially women, is essential for equitable, inclusive and responsive governance.

The project has specific strategies to change the mindset of elected representatives involving them in "visioning" exercise and facilitating a series of capacity building workshops and exchange visits with HLP under LGD. The emergence of a strong leadership from poor communities, and especially the emergence of women leadership, will be a main focus of the civil society strengthening component.

3.4.3 Alternatives Considered. What alternative interventions were considered in the design of this project? What were the pros and cons of such alternatives? Please include at least one alternative considered. Explain the reasons why the chosen project design is the most appropriate.

(MAX 250 WORDS)

Initially CARE Bangladesh explored the idea of targeting Unions in the Northwest, the SouthWestern and the Eastern region in order to build a body of experience and evidence from different regions. For budget constraint and project management

reasons it was decided that rather than "spreading too thin" it was more strategic to focus the intervention in one region where the learning hub of Botlagari and other governance projects were taking place. Instead, CARE Bangladesh decided to use national platforms such as the HIL, the Union Parishad national platform and the LGD to disseminate learning and influence at national level.

We also explored the idea of establishing a new participatory budgeting process at the Union Parishad level where citizens would be actively involved in the allocation of resources for prioritized schemes. Instead we choose to strengthen the already existing systems and strengthen the capacity of ward representative and effective of ward meeting to ensure citizens voices was represented at the UP level.

SECTION 4: PROJECT IMPLEMENTATION

4.1 Capacity-Building: Please explain and justify how you are planning to address your organization's – or mentee(s) CSOs - capacity-building throughout the Project's lifetime. Capacity-building areas may include organizational areas (financial management, ICTs, etc) or core areas related to the achievement of the Project's objectives (e.g., sector/policy analysis, such as poverty or budget analysis, etc.) Indicate whether your plan to request external support for this purpose; if you have already identified external support please explain.

This question must refer to the recipient's or mentee's capacity-building and institutional strengthening activities. Capacity-building activities related to the implementation of social accountability activities, and targeted at the Project's direct external beneficiaries must be described in Section 3: Project Description, under the appropriate Component. If the Proposal focuses on Institutional Strengthening of beneficiary CSO(s)' only, and this issue has already been addressed under a Component, you may skip this question indicating "Question answered in Component X".

[MAX 400 WORDS]

Capacity Building of Grassroots organizations: Capacity building initiatives will be facilitated with civil society forums such as Natural Leaders Organizations and Community Based Organizations at Union Level on rights, entitlements, transparency, social accountability tools, budget literacy, and gender equality. These groups will act as "pressure group" to uphold the interest of the poorest and the most marginalized.

Capacity Building of Journalists at District Level: Massline Media Centre is an organization with outstanding experience on training journalists. In partnership with this organization, `the project will organize training for journalists at Nilphamari district on "Rights to Information Act" and "Union Parishad Act 2009 and Participatory Budgeting". MMC will enhance the skills of journalists in covering local government issues, especially the participatory budget process. Journalists will be able to analyze UP budget using poverty and gender lenses.

Internal Capacity Building of CARE Bangladesh: CARE Bangladesh will work with community facilitators who have long-standing experience in community mobilization (including consensus building and conflict resolution). Additionally, the project team will have basic understanding of governance mechanisms and will have experience of having work on mobilizing citizens and negotiating with duty bearers. Finally, a high number of staff from the Extreme Poverty Programme (where this project will stand) have been exposed for the past 2 years to on-going training on social accountability and have received in September 2012 a training on community score-card provided by CIUK Governance Advisor. Social accountability tools are chore components of the governance capacity building strategy of CARE Bangladesh. At the very start of this project, CARE staff will receive an intensive training on CSC provided by experienced CARE Malawi staff. An exchange visit to CARE Malawi can also be organized. CARE Cambodia has also been implementing this tool applied to health for the past 3 years and can be used as a platform for learning and training. The Social Accountability training will be taking place during the first quarter of the project. Refresher training and reflective workshop will also be organized on an annual basis. CARE Bangladesh Social Action Learning Team (SALT) will support capacity build of the project staff to do social, poverty and gender analysis, to do continuous and effective M&E and to capture knowledge as the project is being implemented. Regular reflection workshops will be organized to address project implementation challenges, capture best practices so that contin-

uous improvement is brought to the project implementation.

PartnersThe two organizations - Bangladesh NGOs Network for Radio and Communication (BNNRC) and Mass-Line Media Centre have different capacities. BNNRC's strength is on broadcasting local development programs for social change and MMC's core strength is on mobilization of local journalists for development work. CARE Bangladesh will learn from these two organizations on how to engage local media and incentivize local journalists to report on good governance practices. CARE Bangladesh will build the capacity of these two organizations in local governance and will additionally ensure that both organizations have strong financial and M&E skills and mechanisms. (358)

4.2 Role of Partners. Describe the Project's proposed implementation arrangements with external actors/partners; and proposed roles and types of contribution to the Project. For Mentoring proposals, clearly describe mentoring and partnership arrangements between mentor organization and mentee(s) CSO(s).

[MAX 400 WORDS]

Bangladesh NGOs Network for Radio and Communication (BNNRC): CARE Bangladesh is partnering with BNNRC because of their long standing experience in using community radio to raise awareness. BNNRC is a national networking body working for building a democratic society based on the principles of free flow of information, equitable and affordable access to Information and Communication Technology for development of remote and marginalized populations. The role of BNNRC will be to facilitate collaboration with 5 Community Radio Stations located in 5 corners of the country. The project will use these radio stations to broadcast information about "Union Parishad Act 2009", "transparent budgeting" and "Rights to Information Act" and the dissemination of best practices. The project will build the capacity of BNNRC to cover local government issues in an accessible way for local communities.

Mass-line Media Centre (MMC) is a non-profit organization engaged in the development sector since 1995, works for promotion of human rights and democratic values through professionalism in media particularly journalism. Its overall objective is to advocate for freedom of opinion, expression and free flow of information in the media. Access of the rural poor to relevant and free information is expected to be the ultimate result of MMC's work. At present, MMC is implementing projects which promote the respect for human rights of women and men, democratic participation of all citizens in the political process and good governance through a pluralistic, independent and professional media sector.

In this project, MMC will mobilize local journalists and media on upholding "Rights to Information Act" and promoting "transparent budgeting". MMC's expertise will be used to enhance journalists' capacity to understand local government issues and act as "catalysts" to promote participatory and inclusive governance. With the assistance of MMC, the local media will be linked with national media to promote "champion Union Parishads" on participatory budgeting and civic engagement in planning. One of the main role of MMC will be to reduce the distance between media and local government institutions in working districts. The modules to be developed for building capacity of journalists will be shared widely for wider use in sensitizing media for stronger local governance.

Horizontal Learning Program (HLP): The project will capitalize on this network to share the best practices of the project throughout the country. The working Upazilla ofNilphamaridistrict will be included in the HLP, so that promising practices are shared with 4500 unions. HLP will be key to connect with Local Government Division and organize knowledge sharing events at District and National level.

4.3 Monitoring, Evaluation and Learning. You are suggested to answer the following questions after you have completed the Project's Results Framework (refer to required attachments)
[Click on text field in e-application to answer the 3 sub-questions below]

4.3.1   Monitoring. Please describe the Project's monitoring system, including the specific methods and tools that will be used. Justify how the proposed methods and tools are adequate to the problem(s) being addressed by the project. What resources will be needed to rollout and implement the monitoring system? E.g. financial, human, technical, use of ICTs, etc. Will external support be needed? If yes, please explain. Please make sure to address all these

questions.

[MAX 500 WORDS]

M&E system

- The total M&E system will be designed based on principle of 'empowerment evaluation'[1] to build a knowledge bridge between local communities and SA expert. The components of the M&E system are: i. Reflective learning, ii. Ensuring participation of direct beneficiaries in the monitoring systems and iii. Combination of quantitative & qualitative approaches & techniques. The proposed M&E system will measure the 'Results Areas' of GPSA's Theory of Change (ToC) along with the input to output levels. The project M&E will review GPSA result chain and will be aligned with that Global logical flow so that projects can monitor its contribution to border level change.
- Monitoring Methods & Tools:
    a. **Baseline**: Baseline survey will be conducted following both quantitative and qualitative approaches. The quantitative questionnaire survey would be very rigorous - project direct participants would be interviewed and there is option to take 'control group' for this (based on situation and context). The other key stakeholders will be interviewed through applying qualitative approaches; e.g. Focus Group Discussion, Key Informant Interview, etc. A review and analysis of key UP documents will also be completed in order to elaborate a mapping of UP resources, income revenue, and to evaluate the state of information dissemination at the start of the project.
    b. **Routine-based monitoring:**The project willtrackday-today activities and to do this, a simple '*'Activity tracking tool'*'will be developed to capture input,activityand output level indicators on a monthly basis. This will assist to prepare regular monitoring reports. The tool should be disaggregated by gender, ethnicity, age, locations, etc.
    c. **A propensity Score Matching methodology will be used to compare progress and outcomes in targeted and non-**targeted UP. The characteristics used to choose the control UP will be developed by the SALT team at the start of the project.
    d. **Impact Case studies**: Thistool to be used in exploring changes that the project would bring..
    e. **Documenting good practice**: In-depth study will be conducted for documenting the good practices and learning. In two phases, it will be done: i at the middle stage and ii. at the end level.
    f. **Self Evaluation of UPs**: The M&E system of the project will capture the 6 monthly self evaluation process of working UPs. This tool will mostly capture the outcome or result level indicators (four 'Results Areas' of GPSA's ToC) to explore the changes. It willcapture information from three stakeholders:: i. Self evaluation of Union Parishad, ii. Public evaluation and iii. Union Development Coordination Committee (UDCC) meeting minutes on the progress of plan.
- **Annual Participatory Impact Assessment (PIA)**:To assess the changes as planned by the Project, Participatory Impact Assessment will be conducted on an annual basis with key stakeholders (UPs, Leaders of Citizens Forum and selected general citizens). It will be treated as a mini-evaluation of the project to track if the project on line. **MIS: Simple & user-friendly MIS will be appl**ied and data aggregation will be feasible. Baseline quantitative data will be preserved in statistical software (e.g. SPSS) and activity tracking & third party monitoring data will be entered, analyzed and preserved through using Excel and/or SPSS.

Resources: There will be specific experts on M&E and knowledge management within the project team. One Technical Coordinator (Monitoring & Learning) will be hired to ensure quality of data management. . Other than regular staff, there will be a number of consultancy works; e.g. baseline survey designing, analyzing and reporting and ii. LME (Learning, Monitoring & Evaluation) system development. The 'Program Quality Unit (PQU)' of CARE-Bangladesh will provide the back-stopping support in these areas.

4.3.2	**Evaluation.** Describe the intervention's evaluation methods. Why these are adequate to evaluate the intervention expected intermediate and final outcomes? What resources will be needed to design and implement the proposed evaluation(s) Will external support be needed? If yes, explain. Please make sure to address all these questions.

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[1] Empowerment Evaluation Principle in practice, David M. Fetermanet. al, 2005

[MAX 500 WORDS]

There will be two evaluations during the whole project period: i. Mid-term evaluation and ii. Final/end evaluation. The mid-term evaluation will take place in a shorter scale and mainly assess the project outputs and will provide key recommendations for implementation. The final evaluation will take place 3 months before the end of the project and will provide an overall independent assessment about the performance of the project paying particular attention to the outcomes and impact of the project actions against its objectives and will identify lessons learnt and propose practical recommendations for CARE's existing and future governance projects as well as for UP, for national level policies as well as government bodies..

Participatory techniques as well as qualitative and quantitative measures will be applied for both the evaluations. Participatory methods will be used to collect direct and indirect beneficiaries feedback on the project overall outcomes. Qualitative methods will be used in particular to evaluate outputs and outcomes related to knowledge, skills, empowerment, social capital, on progress on gender equality and to collect perceptions on the effectiveness of systems and service delivery. Quantitative measure will be used to monitor and evaluate media outreach (production of bulleting, leaflets, radio programs, number of people reached), on service provision and on budget allocation. The social accountability mechanisms implemented in this project would also provide key information around the quality of service delivery and of UP governance mechanisms. The Project's M&E information collected through other M&E tools will be integrated in the evaluations

For the mid-term and final evaluation external consultants will be leading the process to ensure neutrality in the assessment of progress and outcomes. Both evaluations will use a combination of DAC principles for evaluation and some specific broader reflection questions which apply specifically to this project. A combination of desk review and field interviews and Focus Group discussions will be used to collect data from project beneficiaries.

The Social and Action Learn Team from CARE Bangladesh will support both evaluations by ensuring M&E data is collected and analyzed previous to the evaluation. The SALT team will also support the external consultants with field visits and will share some evaluation tools.

The results and recommendations of both mid-term and final evaluations will be shared by participants and communicated in an accessible manner through the media in the targeted UP.

4.3.3   Knowledge and Learning. Describe the proposal's approach to knowledge and learning (K&L) including type of learning products (case study, how-to notes, lessons learned report, etc), and who will be responsible for it? Will researchers or academic institutions be involved in any way?

Specify how the information produced through monitoring and evaluation will be used to feed into the proposed intervention, adapting it and improving its likely effectiveness and impact. What resources will be allocated to develop and implement the proposed K&L system? Does the organization have an existing K&L system that will be used to support the project's K&L activities? Will external support be needed? If yes, explain. Please make sure to address all these questions.

[MAX 500 WORDS]

CARE-Bangladesh has extensive experience in 'reflective learning', which will be the core approach for Knowledge and Learning management of this project. The knowledge and learning generated by the project's M&E system will be shared with project stakeholders at all levels, including the project participants. The 'knowledge cycle' (adopting, creating, capturing, sharing/refining, conserving and disseminating knowledge and learning) will be applied as per context.

The major Knowledge and Learning products for this project will be: i. Documentation of Integrated Social Accountability Model, ii) Report on effectiveness of social accountability tools, iii) Participatory Impact Assessment Report, iv) Impact Case studies.. Other than formal study, the learning will be captured through facilitating reflective learning-sharing workshop with the project staff, beneficiaries and key stakeholders (e.g. Union Parishad, Govt. & service providers, other NGO and CARE-B other projects).

The learning of the project will be shared with existing NGOs, civil society, academics and government platforms and hopefully amongst the GPSA partnership sphere.

The project will also collaborate with 4 Community Radio Stations via Bangladesh NGOs Network for Radio and Communication and Massine Media Communication to make budget information and best practices of Union Parishads on transparent and effective budgeting.

Finally, the project will partner with BRAC Development Institute (BDI) under BRAC University for relevant research as a part of knowledge management strategy. CARE Bangladesh has already developed a partnership with the BDI to explore governance dynamics and best practices at local level and to link those with national policy agenda.AnMoU with the BRAC institute is being discussed at present and should be signed by September 2013.

In addition, the project will facilitate 'advocacy workshops' at regional and national level to influence policy makers with the good practices and evidence.

Project's LME people will mainly be responsible for adopting, capturing, sharing and documenting the learning. The 'Program Quality Unit (PQU)' of CARE-Bangladesh will provide technical supports in designing, implementing, documenting and sharing the learning at a broader scale.

The project will produce modules/guidelines for capacity building of Union Parishads: i. UP Vision statement with long term plan (a spiral book), ii. guidelines of social accountability mechanisms promoted by the project ('community score-card, self-evaluation, social audit, open information day). The Union Parishads may use the same processes to develop their vision after the project ends.

The project will also produce capacity building modules developed for local journalists and media personnel, which can later be used country-wide by other stakeholders to engage media. This will be done in collaboration with Mass-line Media Centre (MMC).

In partnership with Horizontal Learning Program, the project will facilitate thematic workshops at national level on "social accountability", where champion chairmen will share their most promising practices and provide recommendations to policy makers on local governance, donors, academicians and development practitioners. This will stimulate discussions for change. (455)

4.4 Sustainability. Please consider the following questions in your answer about the project's sustainability:
Do yoSPu expect that the intervention(s) implemented by the Project will continue beyond the duration of the Project? Is sustaining the intervention beyond the duration of the GPSA funding a condition to sustain any positive outcomes? If yes, how do you plan to ensure the sustainability of the intervention(s)? If the project will be implemented as a pilot, or in a specific geographic area (local or regional level) please explain if it could be replicated or scaled up at a broader level, and how could this be carried out.

[MAX 200 WORDS]
The project will support local duty bearers, especially the elected UP members to change attitude, mindset towards the poorest and will enable them to develop a pro-poor development vision and to establish transparent, inclusive and accountable systems and processes to fulfill this vision. (e.g. activating 13 standing committees, UP Development Coordination Committees, Ward Development Committees , ensuring the the poor and marginalized groups, especially women are represented). This will create commitment of the UP and citizens and strengthen systems. The project will build alliance wit the LGSP/LIC and the HLP to ensure trainings are delivered according to national policies, therefore ensuring the government sustain its efforts to build the capacity of UP members.

Financial Sustainability: This project should trigger an increase in UP income revenues through increased local tax collection which will in turn increase access to national funds such as the Blog Grant. As this processes starts showing this impact, the UP will develop increased sustainable finances and mechanisms to ensure the transparent and effective use of these funds

and as citizens tax payment become more systematic, they will continue exact accountability from their UP.

This action is aligned with the Local Governance Support Project (LGSP), and with Poverty Reduction Strategy Paper. The learning will be shared with key stakeholders at the national level so that the can contribute to national initiative beyond the lifespan of this project. (195)

PART 2: PROJECT COMPONENTS

The proposal may have a maximum of 3 components; in addition, all proposals must include a Knowledge and Learning (K&L) component.Please note that you will be able to provide further information about your K&L plan in question 4.5.1 (Monitoring, Evaluation and Learning). The table below explains the rationale for designing a K&L component and offers some guiding questions for this process:

Guidance for designing the K&L component

One of GPSA's key objectives is to contribute to the generation and sharing of knowledge on social accountability, as well as to facilitate knowledge-exchange and learning uptake across CSOs, CSOs' networks, governments and other stakeholders. *GPSA's Knowledge Window* will seek to put the best knowledge on social accountability tools, practices, and results in the hands of practitioners and policy-makers in order to enhance the effectiveness of SAcc. Support will cover:

(1) Development of a global platform for knowledge management, exchange and networking, and

(2) Other knowledge and learning activities aimed at developing and nurturing practitioner networks and peer learning, especially South-South exchanges, and filling research gaps. The Knowledge Platform will provide support to GPSA Grantees through knowledge and learning throughout the project cycle. The knowledge management platform will generate a site for learning, peer to peer exchanges and networking, providing ongoing support to project implementation. Other knowledge and learning activities, including S-S workshops, specific events and knowledge partnerships, etc., will help grantees perfect SAcc projects and provide them with access to expert and peer knowledge about SAcc lessons learned and good practices to feed into their projects.

Consistent with these objectives, *GPSA requires that grant proposals include a K&L Component, whereby applicants develop a K&L plan that will enable them to approach the proposed interventions as opportunities for improving their knowledge about the strategies and pathways for advancing transparency, accountability and civic engagement. Special emphasis should be made on learning mechanisms, including those available to the recipient and beneficiary CSOs, and also to key external audiences.*

Some key questions to answer in designing the K&L Component are:

✓ What are our K&L needs and priorities? What types of K&L resources do we already have? Are they effective in achieving the objectives for which they were developed? Do we need to improve them or generate new resources?

✓ Who are the specific audiences or groups that we would like to engage in our K&L plan? What are their specific needs and what are the objectives we seek to accomplish in terms of K&L devised for them?

✓ If the proposal includes an operational component for implementing a social accountability intervention, what mechanisms will be developed to generate K&L derived from the intervention? How do we devise K&L opportunities that are realistic within our time and resource limitations, and that may help us to generate useful feedback along an analysis – action – reflection continuum?

✓ If the proposal includes capacity-building/training activities designed for specific audiences, what types of K&L products would be useful to develop in order to (i) generate ongoing and dynamic learning opportunities beyond single, one-time capacity-building events; (ii) ensure that such products are utilized by our intended audiences in an effective manner?

Part 2 of the e-application requires the following information to be completed for each component. If you are working on your application offline, please copy and paste the table below in this document for each component included in the proposal.

Component 1: Insert Title/Definition of Component

Strengthen the capacity of citizens to engage in budget planning and implementation
Description of Component. The component's description must summarize its main objectives and activities, beneficiaries and other key stakeholders that will be engaged.

[Max 350 WORDS]

The core objectives of this component are to support citizens, especially women and pro-poor leaders to engage in budget influencing and monitoring. The project activitieswill concentrate on poor and marginalized citizens, especially women:

1. **Capacity building workshops** (one in every six months in first two years and two refreshers workshops in the remaining years). The workshops will sequentially cover the following topics: democratic inclusive governance (focusing on Union Parishad Act 2009), rights and entitlements, transparency and accountability and Rights to Information Act, budget literacy specifically focusing on budget analysis and monitoring using pro-poor and pro-gender lenses, social accountability tools and gender equality.
2. **Exchange Visits**: exchange visits for a group of 10 leaders from each working union will be organized in order to expose them to best practices on citizens' engagement in UP budgeting and monitoring. From Care Bangladesh experience at the UP level, we have learnt that these visits are very encouraging for UP as they should success and can trigger political will.
3. **Peer Learning**: during Year 2, the project will organize cross learning between unions. This will be planned following the principles of "appreciative inquiry" approach successfully established by Horizontal Learning Program.
4. **Quarterly Meeting of Citizens Forums**: quarterly meeting for the Citizens Forum at Union level will be organized. This will enhance greater social capital among leaders from various marginalized communities and strengthen collective action to negotiate with Union Parishads and Ward Representatives. The forum will also create the opportunity to learn from each other.
5. **Establishing social accountability mechanisms**
   Community score-cards and social audits processes will be established and tailored to the most pressing needs of the communities in each union. Public expenditure tracking will also take place in order to monitor and influence allocation.

   i) Community score cards process will be introduced twice in a year: 6/7 months after budget declaration and 11/12 months afterwards.
   ii) The social audits will take place twice in a year on a specific activity related to the chosen infrastructure in the targeted unions.
   iii) Self-Evaluation process of UP members on six-monthly basis, this will cover UP representatives' own evaluation and evaluation by community leaders followed by an improvement plan.
   iv) Observation of open information day in Union Parishad to display all information for general people related to activities

6. **Capacity building of Union Parishads**
   The project will select 9 unions where Union Parishads are already capacitated to conduct power, poverty, gender and vulnerability analysis and have developed a longer term vision for pro-poor development. These UP members already have knowledge and commitment about democratic governance to be able to carry forward a more systematized use of social accountability tools.For the additional 6 unions, the project will facilitate capacity building of UP members in collaboration with Horizontal Learning Program and Local Government Support Program under Local Government Division. Exposure visits for Unions and Ward members to learn and exchange good practices on participatory budget will be organized with Horizontal Learning Program.The project staff will provide facilitation support for introducing self-evaluation process of UP members on six-monthly basis; this will cover UP representatives' own evaluation and evaluation by community leaders followed by an improvement plan. CARE Bangladesh will work closely with the HLP and the Ministry of LG to ensure that the UP members targeted in this project receive the trainings relevant to the national program for

UP improved capacity building.

7. **Support to the functioning of Ward Sava:**, The project will ensure Ward Sava are taking place and are inclusive and democratic and effective and UP allocate required resources for these meetings.

The direct beneficiaries of this component will be the citizens, and local leaders, especially women from marginalized communities. The indirect beneficiaries will be the wider members of the communities, especially the poorest women and men whom are represented by the leaders.

CARE Bangladesh will seek assistance from the technical partner Massline Media Centre (MMC) on developing modules around "Rights to Information" Act.

Planned outputs: insert one or more outputs. You will be required to define indicators for each of these outputs in the Results Framework.

Outputs are the direct products of project activities and may include types, levels and targets of services to be delivered by the project. The key distinction between an output (a specific good or service) and an outcome is that an output typically is a change in the supply of goods and services (supply side), while an outcome reflects changes in the utilization of goods and services (demand side).

Output: 1) Marginalized citizens, especially women, with knowledge about their right, responsibilities, duties and policies (Right to Info Act, UP ordinances, and any relevant service policy) in place and is confident to claim rights and entitlements. 2) Leaders from the most marginalized groups engage and influence in decision-making spaces at the ward and UP level [in result framework, we can use indicators around engagement in Open Budget, in Ward meetings, in SA mechanisms, and number of priority included in UP development plans, number of issues raised by women included in development plans] **3) Women leaders are included in Ward development Committees, Scheme Supervision Committees, UP Standing Committees and UP Development Committees 4) Citizens participate and influence Open Budget meetings**

Estimated value (in US dollars) of Component: please note that this value must be consistent with the Component's estimated cost as included in the proposed Budget

USD 224,213

Timeframe of Component: estimated dates when activities under this component will start and end.

Start date: 01/07/2013
End date: 3/12/2016

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.

Assumptions are the hypotheses and suppositions that must hold for the Component's activities to be implemented, outputs delivered as planned in the pathway towards the achievement of outcomes. They may refer to *behaviors, attitudes and interests* (e.g.: actors will cooperate towards a common purpose, or will be interested in devoting time to learning about X issue, etc), to *processes and events* that will follow a certain sequence, or to the *management of resources* (the availability or effective handling of which may positively or negatively affect the Project's expected outputs and outcomes), among others. The many *factors that affect each stage of the change process* must be assessed—by reviewing the broader context, prior experiences and research—to identify which underlying assumptions would facilitate and which ones could endanger the success of the proposed intervention.
Along this analytic exercise it is important to be aware that *the processes that lead from activities to outputs to outcomes are not linear or always logic*, hence the need to work in depth on the connections between the delivery of outputs and how these outputs will contribute toward the achievement of outcomes.

Pro-poor citizens' forums: The project is expectingto work with the citizens' forum at Union-level that are pro-poor and has the representations from the poorest communities including women. Usually these types of forum are captured by the elites to serve their interest. The power and poverty analysis of the union should assist the project to select the appropriate leaders and their forum. The analysis will also assist the project to select representatives from the poorest women and men. Then empowered citizens, with the forum, will collectively engage to uphold the interest of the poorest in participatory budget and inclusive governance process.

Attitude and behavior change for pro-poor and participatory vision: The project also expects to facilitate "attitude and behavior change" of the targeted local leaders for a pro-poor and participatory vision. This is crucial to include the issues of the poorest in their agenda for negotiation with Union Parishad and to listen to the problems of the marginalized communities. This will also ensure that the poorest are encouraged to seek assistance from them.

Opportunity costs for the poorest to participate: The project also assumes that the leaders from the poorest communities will be enthusiastic to bring issues to the Union Parishad and the benefits that they accrue will be enough to motivate them in continuing participation. The project also assumes that the opportunity to participate in various forums will help the leaders to gain "social status", which should work as a motivation too.

Risks: what are the risks that the assumptions listed above don't hold? Please define each risk, along with how you rate it (indicate "HIGH", "MEDIUM" OR "LOW" RISK after defining it) and the measures you plan to take to mitigate or avoid these risks, or in the case that your assumptions don'thold.

Risks are identified in relation to the assumptions: for example, for an assumption stating that a participatory process will be implemented in an inclusive and transparent manner, a possible risk may be that of elite cooptation, which may be high, medium or low, depending on the context (factors outside the Project's control) and on the Project's ability to influence such process so that the assumption holds (factors within the Project's control). It is critical to *identify risks in a realistic manner*, as well as the possible mitigating measures that may be taken (by the Project or others) or be in place to avoid or minimize such risks.

Elite capture of the citizens' forum (High): The risk is very high that the citizens' forum facilitated by the project is captured by local elites to serve their vested interest as the forum will play critical role in UP budget allocation and major decision making including selecting beneficiaries for social safety net programs.

To mitigate the risk, the project will be building on the power and poverty analysis, so that field staff are clear about the power relations and can select the right forums and the local leaders..The project will also invest on facilitating pro-poor leadership and will focus on the internal governance of the forum to ensure that pro-poor and pro-gendered vision is at the core of the forum's activities.

Hierarchic attitude of the leaders (Medium): Even selected from the poorest, the leaders can follow the traditional leadership pattern, which is hierarchic, dominating and patriarchal. In this case, the citizens' forum may not serve the purpose of the project.

To mitigate this, field staff will provide regular mentoring support. The capacity building workshops designed for the leaders will allocate specific sessions to focus on "attitude and behavior change". The methods like "use of role plays" to initiate discussions on "do's and dont's" have proven to be very successful in CARE Bangladesh's projects on local governance. The project will use that experience to trigger the right changes in mindset. The project will also develop formal "code of conducts' signed by the leaders, so that they can internalize the issues and also are accountable to the marginalized communities.

Lack of conflict sensitive facilitation skills of field staff (Low): The project is facilitation-intensive, so the challenge is to ensure that field staff hasadequate facilitation skills.
The project has allocated resources for a Foundation Workshop, including Do No Harm methodology, to enhance the facilitation skills of field staff. The project will also follow the "team approach" to create a learning environment, so that staffs can learn from each other. The team will organize participatory "process reconstruction" on a

regular basis to collectively reflect on "what is working well", "what is not" and "what needs to be done to improve further". This approach will mitigate the risks of lack of adequate facilitation, as the team will collectively address that.

Field Staff's Technical Capacity on Social Accountability Tools (Low): The project's success depends on the quality of facilitation by field staff. As the project is planning to facilitate a number of social accountability mechanisms, field staff in general may not have enough experience in handling the tension when UP will interact with empowered leaders from citizens' forum. The project has a plan to organize solid foundation workshops with the whole project team to equip each staff on approach, strategies, methods and tools.This approach has been tested in NijederJaniyaNijera Project of CARE Bangladesh and later on scaled up successfully in Social and Economic Transformation of the Ultra-Poor Project.The capacity building on social accountability is a chore element of the staff capacity building strategy and that additional funds from other donors are also available to complement any capacity gaps that may arise as the project is being implemented.

Component 2: Insert Title/Definition of Component
Strengthening provision and access to information
Description of Component. The component's description must summarize its main objectives and activities, beneficiaries and other key stakeholders that will be engaged.

[Max 350 WORDS] This component aims to improve the provision and the access to information as stipulated by the Right to Information Act. The main objectives are to support transparency of the Union Parishad and strengthen marginalized citizen's knowledge and confidence toengage in an informed way in decision-making spaces. Activities will include:

- i) **Assessment of information flow in the union and improvement plan:**Massline Media Centre will facilitate an assessment of information flow and recommendations for an improvement plan for each union.
- ii) **Strengthening UP Information Centre:** The project will ensure UP Information Centre are operational in each UP. A basic software will be designed for Union Information Centre to avail basic information about the development activities and budget processes. In the Information Centre the updated list of extremely poor women and men by ward will be kept in a database and will allow the UP to monitor the inclusion of these HH in development activities including safety net programs run by the UP.
- iii) **Printing of Citizens' Charter:** The project will support Union Parishads to print citizens' charter which will be made available at the Union Parishad.
- iv) **Use of Union Parishad Helpline:** The project will improve the functioning of the Union Parishad Helpline, a mechanism established by Local Government Division to access information using mobile phone technology. The project will assist the 15 unions to ensure the Helpline functions.
- v) **Information sharing during local *hatbazaar*:** Basic information package on "UP Budgeting Process" and "Participatory Governance" will be shared using local folk groups in local *hatbazaar.* This activity will focus on mass-awareness raising.
- vi) **Capacity building of local journalists:** the capacity of local journalists will be built at district level on participatory governance and budget cycle. This will be done in collaboration with Massline Media Centre.
- vii) **Use of Local Radioprogrammes for wide awareness raising**

The main beneficiaries of this component are: all citizens at the UP level, Union Parishads and local journalists.

The stakeholders are: Union Parishad Helpline by Local Government Division, IT consultants for software development, local folk groups and Massline Media Centre and journalists.

Planned outputs: insert one or more outputs. You will be required to define indicators for each of these outputs in the Results Framework.

Outputs are the direct products of project activities and may include types, levels and targets of services to be delivered by the project. The key distinction between an output (a specific good or service) and an outcome is that an output typically is a change in the supply of goods and services (supply side), while an outcome reflects changes in the utilization of goods and services (demand side).

Output: information systems are strengthened and accessible to the poor and marginalizedcitizens

Estimated value (in US dollars) of Component: please note that this value must be consistent with the Component's estimated cost as included in the proposed Budget

USD 185,753

Timeframe of Component: estimated dates when activities under this component will start and end.

Start date: 01/07/2013
End date: 31/12/2016

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.

Assumptions are the hypotheses and suppositions that must hold for the Component's activities to be implemented, outputs delivered as planned in the pathway towards the achievement of outcomes. They may refer to *behaviors, attitudes and interests* (e.g.: actors will cooperate towards a common purpose, or will be interested in devoting time to learning about X issue, etc), to *processes and events* that will follow a certain sequence, or to the *management of resources* (the availability or effective handling of which may positively or negatively affect the Project's expected outputs and outcomes), among others. The many *factors that affect each stage of the change process* must be assessed—by reviewing the broader context, prior experiences and research—to identify which underlying assumptions would facilitate and which ones could endanger the success of the proposed intervention.

Along this analytic exercise it is important to be aware that *the processes that lead from activities to outputs to outcomes are not linear or always logic*, hence the need to work in depth on the connections between the delivery of outputs and how these outputs will contribute toward the achievement of outcomes.

Union Parishad's Cooperation: The main assumption of this component is that Union Parishad will be committed to ensure access to information following the Rights to Information Act. The elected representatives willingness and commitment to information collection and dissemination is vital to make these information mechanisms functional, transparent and useful for the local population

Equipped Union Information Centre: The project anticipates that all the working unions have essential equipment, such as computers and printers with internet connectivity, which are supposed to be supplied by central Government. There should be at least one computer operator already trained on basic computer skills. The project will then assist UP to organize the Information Centre as a source of very interactive information dissemination.

Mindset to Use Technology: The project also assumes that people will use technologies like mobile phone to avail information by using UP Helpline and other web based technologies. Especially, the project expects that citizens empowered through forums and other means will capitalize on the various options for accessing information. The success of these lies on the positive mindsets and capacity of people to use the technologies.

Enthusiasm of Local Journalists and Media: The project also has a plan to mobilize local journalists and media. The basic assumption is that the local press will understand their role and potential impact in contributingto empower local governments and citizens. The capacity building assistance provided by the project will make them more confident, technically equipped and budget literate to cover events on participatory budgeting and inclusive governance more efficiently.

Risks: what are the risks that the assumptions listed above don't hold? Please define each risk, along with how you rate it (indicate "HIGH", "MEDIUM" OR "LOW" RISK after defining it) and the measures you plan to take to mitigate or avoid these risks, or in the case that your assumptions don'thold.

Risks are identified in relation to the assumptions: for example, for an assumption stating that a participatory process will be implemented in an inclusive and transparent manner, a possible risk may be that of elite cooptation, which may be high, medium or low, depending on the context (factors outside the Project's control) and on the Project's ability to influence such process so that the assumption holds (factors within the Project's control). It is critical to *identify risks in a realistic manner*, as well as the possible mitigating measures that may be taken (by the Project or others) or be in place to avoid or minimize such risks.

Non-Cooperation of Union Parishads (High): Union Parishads with traditional mindset may oppose to the ideas of

sharing information with all citizens. They may consider this as a threat and may be reluctant to the process.

The project has strong strategy to change the mindset of Union Parishads including a detail capacity building on Union Parishad Act 2009 and Rights to Information Act. This will help them to understand that this is part of their responsibilities and obligations The project will also support the UPs to understand their incentives to provide information (e.g. availing block grants from LGSP and if trust and social capital is built, the UP will be able to raise more tax and therefore access more grants). Moreover, the visioning exercise using participatory poverty and power analysis will also assist to rationalize the logic of changing traditional mindset.

Local Journalists Negative Roles (Low): Local journalists can play negative roles as they may be in favor of a specific political elites. The project expects that the local media will play the role of "watch dogs" in promoting transparent budget information and inclusive governance, The project is collaborating with Massline Media Centre, the organization experienced to work with grassroots journalists in order to tackle the situation.

Component 3: Insert Title/Definition of Component

[MAX 30 WORDS] Influencing social accountability practitioners with knowledge and learning for improved results

Description of Component. The component's description must summarize its main objectives and activities, beneficiaries and other key stakeholders that will be engaged.

[Max 350 WORDS]

This component will focus on generating learning from the project to influence development practitioners, government counterpart and donors to support the effective implementation ofsocial accountability tools for transparent and accountable UP budget processes. The project will facilitate "peer to peer" learning for horizontal scaling up. Knowledge will be produced in collaboration withwith BRAC Development Institute, a knowledge-based organization, which has extensive experience and a strong network with civil society organizations involved in implementing social accountability mechanisms.

The following major activities will be facilitated under this component:

1. **Producing knowledge and learning materials:** The project will document the Integrated Social Accountability Model for wider sharing and influencing
2. **Research on the effectiveness of social accountability tools:** This will assist project to reflect on what is working well, what is not and why and how to improve further
3. **Annual Participatory Impact Assessment:** To assess progress on key deliverables by the project, Participatory Impact Assessment (PIA) will be conducted on an annual basis. CARE Bangladesh has already developed the methodology for PIA and has successfully tested in Social and Economic Transformation of the Ultra-Poor Project. The learning generated from this will be used to develop PIA methodology for the project.
4. **Impact Case Studies:** 4 Impact Case Studies will be documented to capture the key changes triggered by the project. The content of the case studies will be determined based on the findings of Participatory Impact Assessment
5. **Documentation of Modules/guidelines:** This will be done to share the social accountability process with wider audiences
6. **Advocacy and lessons learning workshops:** the project will facilitate 'advocacy workshops' at regional and national level to influence policy makers with the good practices and evidence. There will be Lessons learning workshops also.
7. **The media will play a key role in disseminating learning through local radio as well as newspapers both covering local and national level.**

For this component, the project will collaborate with BRAC Development Institute to carry forward researches, PIA and Impact Case Studies. CARE Bangladesh is already engaged with the Institute on knowledge management process. The project will explore it further to produce relevant knowledge products.

The main target beneficiaries of this component will be policy makers involved in the design and implementation of decentralization and local government policies (and more specifically the Union Parishad Act 2009), development practitioners engaged in promoting social accountability mechanisms, bureaucrats from Local Government Division at national level and regional level and donors. The learning will feed in GPSA Global knowledge management and learning process.

The other stakeholders for this component are: Horizontal Learning Program under Local Government Division, National Institute of Local Government and Program Quality Unit of CARE Bangladesh

Planned outputs: insert one or more outputs. You will be required to define indicators for each of these outputs in the Results Framework.

Outputs are the direct products of project activities and may include types, levels and targets of services to be delivered by the project. The key distinction between an output (a specific good or service) and an outcome is that an output typically is a change in the supply of goods and services (supply side), while an outcome reflects changes in the utilization of goods and services (demand side).

Output: 1) Integrated Social Accountability Model documented 2) Report on effectiveness of social accountability tools3) Yearly Progress Report through Participatory Impact Analysis4)Impact Case Studies documented5) Modules/guidelines documented 6) Advocacy and lessons learning workshops organized on key learning and challenges

Estimated value (in US dollars) of Component: please note that this value must be consistent with the Component's estimated cost as included in the proposed Budget

USD 234,172

Timeframe of Component: estimated dates when activities under this component will start and end.

Start date: 01/07/2013
End date: 31/12/2016

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.

Assumptions are the hypotheses and suppositions that must hold for the Component's activities to be implemented, outputs delivered as planned in the pathway towards the achievement of outcomes. They may refer to *behaviors, attitudes and interests* (e.g.: actors will cooperate towards a common purpose, or will be interested in devoting time to learning about X issue, etc), to *processes and events* that will follow a certain sequence, or to the *management of resources* (the availability or effective handling of which may positively or negatively affect the Project's expected outputs and outcomes), among others. The many *factors that affect each stage of the change process* must be assessed—by reviewing the broader context, prior experiences and research—to identify which underlying assumptions would facilitate and which ones could endanger the success of the proposed intervention.
Along this analytic exercise it is important to be aware that *the processes that lead from activities to outputs to outcomes are not linear or always logic*, hence the need to work in depth on the connections between the delivery of outputs and how these outputs will contribute toward the achievement of outcomes.

Effective Collaboration with BRAC Development Institute (BDI): The main assumption under this component is that CARE Bangladesh will be able to collaborate with BDI in identifying appropriate agenda for research and generation of knowledge products. CARE Bangladesh, in assistance of CARE UK, has already built a relationship with the Institute and have in the process of identifying knowledge gaps in relation to inclusive local governance and social accountability mechanisms in Bangladesh. The project will be built on this and will be able to use wider network of BDI with global network of knowledge-based organizations.

Risks: what are the risks that the assumptions listed above don't hold? Please define each risk, along with how you rate it (indi-

cate "HIGH", "MEDIUM" OR "LOW" RISK after defining it) and the measures you plan to take to mitigate or avoid these risks, or in the case that your assumptions don'thold.

Risks are identified in relation to the assumptions: for example, for an assumption stating that a participatory process will be implemented in an inclusive and transparent manner, a possible risk may be that of elite cooptation, which may be high, medium or low, depending on the context (factors outside the Project's control) and on the Project's ability to influence such process so that the assumption holds (factors within the Project's control). It is critical to *identify risks in a realistic manner*, as well as the possible mitigating measures that may be taken (by the Project or others) or be in place to avoid or minimize such risks.

Ineffective Collaboration: The only risk under this component if the collaboration with BDI goes wrong or coordinated inefficiently. It may cause delay of knowledge products, therefore, influencing agenda may severely suffer. (Low)
CARE Bangladesh has already collaborated with the researchers of BDI and both the organizations now know each other's strengths. Both the organizations are now working on to sign an MoU for greater collaboration in coming years. So the risk of ineffective collaboration is very low and avoidable.

PART 3 OF GPSA APPLICATION: PRELIMINARY ORGANIZATIONAL ASSESSMENT

This section covers information that is required in order to carry out a preliminary assessment of your organization's management and governance capacities. In the event the proposal is selected for grant funding, please note that the organization will be required to undergo a full due diligence assessment. As part of the latter, the organization may be required to receive training on fiduciary aspects related to the management of the GPSA grant.

Type of CSO. Indicate what type of civil society organization is the recipient organization. For purposes of the GPSA CSOs include legal entities that fall outside the public or for profit sector, such as non-government organizations, not-for-profit media organizations, charitable organizations, faith-based organizations, professional organizations, labor unions, workers' organizations, associations of elected local representatives, foundations and policy development and research institutes. Include year of establishment as a legal entity.

Activity Reports. Does the Organization publish an annual activity report on its website? If so, please attach the file at the bottom of this page or provide the link to the website. If not, indicate "No".

Prior WB experience. Does the Organization have prior experience with a World Bank-financed project or grant implementation? If so, please specify and include project names, funding amounts and years of implementation (e.g. 2005-2009). If not, indicate "No".

Financial Reports. Does the Organization have financial audit reports? If yes, please attach at the bottom of this page a copy of each of the two most recent audited financial statements and procurement reports. If not, indicate "No".

Public Audit Reports. Are the audit reports public and/or published on the website? If so, please provide the link. If no, please state so in the space below.

References. Provide at least 3 references that can attest to your organization's management and implementation capacity. Include names of persons, positions, organizations and contact information (telephone and e-mail). References may include

people from government, CSOs and donor organizations.

For proposals that include mentoring arrangements, if the Mentor Organization is submitting the application only, please attach a letter of support from the Mentee Organization(s) at the end of the application.

1. Name: Md. Jashim Uddin,
   Designation: Divisional Commissioner, Rangpur Division
   Email: jashim1958@yahoo.com <mailto:jashim@1958@yahoo.com>
   Cell-phone: +8801730 326970
2. Name: Mark Ellery
   Designation: Water and Sanitation Specialist, World Bank Office Dhaka
   Email: mellery@worldbank.org
   Cell-phone: +8801730303890
3. Name: Saidur Rahman Sarker
   Designation: Chairman, Botlagari Union Parishad, Saidpur, Nilphamari
   Email: rbns.setu@gmail.com Cell-phone: +8801730303890

ATTACHED FILES

Please download the required attachments from the online grant application. Fill out the templates offline and upload them.

- Proposal Budget template
- Project Team template
- Project Results Framework template

If you wish to add supporting materials about the proposal or your organization's work, you may do so by clicking on "attached files" at the bottom of Part 1 of GPSA Application.