

Project Proposal

Name of PNGO: Management and Resources Development Initiative (MRDI)

Title of the project: Better Governance for Better Services (BGBS)

Thematic Programme Component: Strengthening Public Institutions

Section-I [Project Summary]

- a) Amount requested from MJF (BDT): **24,973,248**
- b) Own Contribution (BDT): 738,000
- c) Total Project Cost (BDT): 25,711,248
- d) Project Location: Around the country.
Field intervention district: **Jashore**
Upazila-1: Abhaynagar, Upazila-2: Bagherpara, Upazila-3: Chaugachha, Upazila-4: Jashore Sadar, Upazila-5: Jhikargachha, Upazila-6: Keshabpur, Upazila-7: Manirampur, Upazila-8: Sharsha
- e) Programme Areas:

Right to Information	Social Safety-net
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- f) Number of Working Unit: i) LGI: 8 Union Parishad (UP)
- g) Number of total Beneficiaries: 12,087 (Direct beneficiary)

Section-II [Project Description]

a) Background, Problem analysis and Rationale:

Bangladesh is striving to attain the status of middle-income country within the year 2021 as envisaged in the present government's Vision 2021 strategy document. Though experts are skeptical about attainment of this difficult target, development indicators show some positive trends in Gross Domestic Production (GDP) growth rate, per capita income and poverty reduction. According to the International Monetary Fund (IMF), Bangladesh's economy is the second fastest growing major economy of 2016, with a rate of 7.1% growth. The latest estimate by Bangladesh Bureau of Statistics (BBS) shows that GDP growth rate of the country has reached 7.24 percent this fiscal year, beating all the previous records in the history of the country's economy. Per capita income rises to \$1,602, which was \$1,466 in the last fiscal year. But impact of the constant GDP growth on poverty reduction has not been to the extent of expectation. Latest report by BBS says 24.3% of the people of Bangladesh live below the national poverty line of US\$2 per day. Rate of extreme poverty was 12.9% in 2016, mentioned by both the World Bank and BBS. That means the country of 162 million people has 30.93 million poor and 20.8 million ultra-poor people.

The government has a number of programmes and service delivery systems in place in rural peripheral areas to reduce poverty and empower people. But limited access of citizens to information they need, space to express their grievances and raise voice against corruption have been barriers to establish their stake in state mechanism. Constitution of the People's Republic of Bangladesh in its Article-39 guarantees to all citizens, among other things, the Fundamental Right to Freedom of thought, conscience and speech, subject to certain 'reasonable restrictions' imposed by law. Right to receive and impart information has also been recognized as an inalienable part of freedom of speech and expression guaranteed by the same article of the constitution.

Article 19 of the Universal Declaration of Human Rights (UDHR), a United Nations General Assembly Resolution has laid out equal rights for all people and the fundamental principles governing human rights. The Declaration recognizes Freedom of Expression including Freedom of Information and Free Press as a fundamental human right. Freedom of Expression includes the right to seek, receive and impart information held by public authorities.

Right to information is closely linked with strengthening of service delivery institutes and thus making them responsible and accountable to people. Open flow of information on entitlement and access to services, distribution system, category and list of beneficiaries and other relevant information can develop a transparent and accountable service delivery system.

In addition to constitutional recognition, the Right to Information (RTI) Act 2009 has formally recognized people's right of access to information from public authorities. But even after 9 years of enactment, implementation of the act has not been able to meet expectation. The demand-supply chain of information, which is a pre-requisite to establishing transparency of any programme or issue, is not functioning at the level of expectation.

The government also enacted Whistle Blower Protection Act (WBPA) 2011 to inspire employees and citizens to raise their voice privately against any corruption or irregularity without fear of getting identified. The law empowers a person to disclose information on ministries, divisions, departments or any other government offices, and all kinds of non-government organizations, to the authorities concerned. As per the law no criminal, civil or departmental proceedings can be initiated against a person for disclosing information in the public interest to the authorities, and his or her identity will not be disclosed without his or her consent. But the law is yet to receive the expected response. Citizens, even government employees are not sufficiently aware about this act for curbing corruption and irregularity.

These legal and policy initiatives have been taken by the government to promote transparency at all levels of administration, make authorities responsible to citizens, curb corruption and ensure good governance. Now the challenge is how to realize these good intentions. Gaps of

understanding and barriers to implementation are there. Perception and awareness of the stakeholders at the supply and demand ends have to be enhanced to bridge the gaps and remove the barriers.

To be more specific, capacity and awareness on application of RTI Act, use of Whistle Blower Protection Act and practicing Grievance Redress System need to be enhanced among the providers and seekers of information and services. The proposed project intends to operate its activities in a logical flow. As a strategic approach the project will make partnership with IC and CD and ensure their involvement in the interventions of the project. The interventions will hopefully contribute to attaining the mission of the strategic plan 2015-21– Connecting Government to Citizens of IC and CD in implementing the RTI Act.

The project will pursue advocacy and capacity development of the target beneficiaries and stakeholders which will ultimately improve quality and fairness of the delivery of public services. The expected result is to bring about changes in the mindset, awareness level and attitude of the providers, beneficiaries and policy planners. The beneficiaries and stakeholders of the demand and supply ends at the local level (UP, upazila and district), central level (Cabinet Division and ministries) and regulatory body (Information Commission and Anti-Corruption Commission) will develop capacity to apply and respond to the governance tools through the interventions of the project. Communication strategies on WBPA will be developed for the Cabinet Division to facilitate them in popularizing these governance tools among employees and citizens. The WBPA communication strategy will also help Anti-Corruption Commission to get genuine complaints against corruption. Under its Annual Performance Appraisal of ministries, the Cabinet Division is keen to look into the proactive disclosure of information. Having capacity of measuring proactive disclosure of the ministries and divisions, the applicant organization feels the need for a common policy guideline and this project proposes to develop a template for the guideline.

Specific activities will be implemented in selected geographical locations to create successful example of such initiative.

Community mobilization through forming citizen support group (JANAK), public gathering, RTI Camp, social audit, capacity building and distributing awareness materials will create mass awareness on how to claim information and services. Discussion session and quiz competition will be organized in schools to aware the learners about their right of access to information and the RTI Act. MRDI will help requesters to get information through these activities and support from RTI help desk.

Following the Local Government Act of 2009, UPs are to arrange Ward Sava as one the most important means of civic engagement with UP activities. The Ward Sava is supposed to meet at least twice a year with the ward member as the chair. The Ward Sabha attended by the

community (at least 5% of voters in the community) provides information to the UP for planning and implementing the development projects. The Sabha also helps identifying the priority needs of the ward, preparing the list of beneficiaries for safety net programs and discusses about UP planning development activities.

Despite these provisions majority of the rural people hardly know about their rights and entitlements. Openness and transparency of the development plans, safety net programmes and activities undertaken by the UP is still a far cry. Due to a lack of awareness about the right to information, people cannot hold the local authorities accountable to them. They hardly request information from UP or higher authorities. On the other hand, UP Chairman and members are also not adequately aware of the provisions of disclosure of information as envisaged in the RTI Act 2009.

All activities of the field intervention will be carried out with a view to sensitize community people about their social safety net benefit as a right and using RTI as a tool to check whether he/she is entitled to get the benefit. If they are deprived of the benefit, they will know how RTI can help.

The intervention will also make service providers more responsive to the citizen queries through the capacity building process by this project. Throughout the project period community will be encouraged and assisted to apply social accountability tools like social audit, RTI, public hearing to ensure the services.

In countries like Bangladesh, women appear less likely to receive and access information. A recent study of MJF shows that women are unable to exercise their right of access to information with the same frequency, ease and rate of success as men. In order to reduce the gap, optimum participation of women and girls in the discussions, trainings and events of the project will be ensured.

Performance evaluation report, 2016-17 of the Local Governance Support Project (LGSP) - 3 gives a grim picture of the most of the unions of Jashore district. Among others, indicators of the evaluation include accountability and good governance. Out of 82 unions assessed by the project until now, only 20 scored qualifying marks (26 out of 40) for receiving funds. It implies that the UPs in Jashore severely lack in capacity in terms of accountability, strengthening governance and other indicators to implement programmes and deliver services to people. The applicant organization has very recent experience of implementing successful pilot interventions on RTI at Jashore through the UKAid-MJF funded project. Considering this ground reality and with our previous experience, we intend to implement field activities in all eight upazilas of Jashore District with wider coverage.

b) Major Problems to be addressed:

- 1 Citizen's accessibility to information that they need.
2. Corruption which has been barrier for the citizen to establish their stake in state mechanism.

c) Relevance of the project:

It should be noted that public services are integrated in the Seventh Five-Year Plan of the government, which again is linked to the global Sustainable Development Goals (SDG). So, any intervention contributing to the improvement of the public service delivery system will contribute to the attainment of the goals, targets and indicators of the SDG. Governance scenario of the proposed project area is stated above which shows relevance of the interventions of this project.

d) Organizational relevant experience and learning and how they will be fed into the project

1. As a member of RTI forum, MRDI played a vital role in enactment of the RTI Act. The organization has the experience of conducting quality assessment, research, training and orientation for stakeholders from both supply and demand sides of RTI. In recent years it worked on developing capacity on RTIA for the stakeholders including DOs & appellate authorities of Government and NGOs, journalists, youths and civil society members in ensuring transparency and accountability. Currently, two projects on RTI in partnership with Manusher Jonno Foundation and The World Bank with support from UKAid are being implemented.
2. Using our managerial capabilities, we not only formed the citizens' forum, but also kept them operative and utilized them to encourage community people to seek information from authorities. This bottom-up approach of direct intervention resulted in proactive disclosure of service delivery information at the union level. Shinghajhuli union of Jashore, through its wall writing programme, has now become a model of such information disclosure.
3. Due to our advocacy, government formed District Advisory Committees and we worked closely with them to build their capacity and facilitate raising demand for information under the UKAid/World Bank initiative. Considering our capacity, the Cabinet Division included the organization as an observer member of RTI working group that extended its outreach at the policy level.
4. We, under World Bank/UKAid initiative, developed one online training module on RTI Act for the designated officers of the government for the Information Commission which aimed to facilitate self-learning of RTI Act. The course is now available at the website of IC.
5. Our organization under its project with USAID/PROGATI built capacity of media/CSOs on social audit of government service delivery. It also engaged the Comptroller and Auditor General (CAG) and Anti-Corruption Commission (ACC) in the advocacy on how the findings of

social audit can facilitate them to find irregularities and corruption upholding good governance at local level. Our organization has partnered with The Information Commission and the Cabinet Division in its various initiatives to popularize the RTIA which include developing communication strategy for the IC, Information Disclosure Guideline (IDG) of all ministries and divisions, Proactive Disclosure Guideline (PDG) of all ministries and divisions, conducting web-based pro-active disclosure assessment of all ministries/divisions to identify their area of improvement on behalf of the CD for last three years. RTI help desk of the organization is extending support to information seekers and providers under the RTI Act through a dedicated phone number.

Our organization and other members of the RTI Forum lobbied to include protection of whistle blower as a clause of the RTI Act. Though it was not included in the act, later the government enacted a separate Whistle Blower Protection Act. As a proponent, our organization is now advocating to popularize the act at different levels for open flow of information on public interest.

e) Project Logical result Statements

Project Goal: Improve transparency and accountability of public service institutes by keeping the demand- supply chain of information and service increasingly operative.

Outcome-1: Service providers become more capable and prepared to deliver information and services to the people, particularly marginalized groups including women.

Outcome-2: Target beneficiaries are more aware and empowered to claim information and service from the authorities.

Outcome-3: Policy planners are in a better position to make the governance tools more operative.

Outputs with specific activities

Output	Activities
Outcome-1: Service providers become more capable and prepared to deliver information and services to the people, particularly marginalized groups including women.	
Output 1.1 Capacity of grassroots level service providers on citizens' right of access to information and services WBPA enhanced	1.1.1. Orientation for Government officials on RTI and WBPA
	1.1.2. Project sharing meeting with DC and UNO office (at project location)
Outcome-2: Target beneficiaries are more aware and empowered to claim information and service form the authorities.	
Output 2.1. Community support groups formed / activated to promote right of access to information and services. Support provided to around 300 RTI requesters.	2.1.1. Activate/form JANAK
	2.1.2. Orientation of JANAK and regular meetings
Output 2.2. Youth groups mobilized to promote right of access to information and services	2.2.1. Introduce RTI E&M learning certified course for Youth – mobile and web based RTI learning course
	2.2.2. Boot camp for RTI E&M learning course certified youth
	2.2.3. Workshop in universities on governance tools
Output 2.3. Awareness on citizens' right of access to information and services increased among people, particularly the excluded and marginalized groups including women	2.3.1 Community mobilization meeting
	2.3.2 RTI Camp and follow-up camp
	2.3.3 Press conference
	2.3.4 Information disclosure through wall writing and framed banner
	2.3.5 RTK Day observance
	2.3.6 Developing digital content for schools
	2.3.7 Campaign among school students

	2.3.8 Easy learning book on RTI
	2.3.9 Awareness raising materials
Output 2.4. Support given to information providers and seekers through RTI help desk. Around 500 RTI applications submitted all over the country through this support.	2.4.1 Nationwide promotion of RTI help desk
	2.4.2 Support mechanism for information requesters
Output 2.5. Accountability of service providing institutions increased through using social accountability tools	2.5.1 Conduct social audit on service delivery
Outcome-3: Policy planners are in a better position to make the government tools more operative.	
Output 3.1. Key public institute stakeholders engaged in quality improvement of public services	3.1.1 Project presentation meeting
Output 3.2. Governance tools used more effectively through enhanced capacity of Government and NGOs	3.2.1 Develop template on web-based disclosure for ministries
	3.2.2 Communication strategy on WBPA
	3.2.3 Interaction and ToT on governance tools with NGOs
	3.2.4 Develop modules of the RTI training manual for self-administered online/visual training for the DOs of NGOs.
Output 3.3. Oversight of governance tools done through analysis and studies	3.3.1 Conduct political mapping on RTI implementation
	3.3.2 Conduct youth perception survey on RTI
	3.3.3 Study on 2nd generation Citizen Charter
Output 3.4. Advocacy at the legislative level to enhance supervisory role of lawmakers in implementation of RTI Act	3.4.1 Advocacy for forming Parliamentary Caucus on RTI

f) Implementation strategies to be followed:

Strategy-1: MRDI will enter into a strategic partnership with IC and CD in carrying out its activities. The proposed project focuses on strengthening public service institutions through advocacy, capacity building and policy intervention involving UP, upazila offices, district office, civil society and community people at the local level and ministries, CD and IC at the national level. The project will also seek support of lawmakers in strengthening advocacy and awareness building on RTI.

Strategy-2: Contents of interactions and orientation programmes will be finalized in consultation with IC and CD and their presence in the programmes and campaigns will be ensured.

Strategy-3: Awareness programmes and campaigns involving cross section of people including the marginalized, socially excluded, women and youth will enhance demand for information and facilitate them to claim their entitlements as citizen of the country.

Strategy-4: In all the programmes and events equal and reasonable participation of women will be ensured. Contents of discussion will also include special needs of women in provision of information and services. Separate community gathering for women will also be organized.

g) Analysis of the Stakeholders:

SI	Name of the Stakeholder	Involvement in Project (High/Med /Low)	Power to Influence (High/Med /Low)	Expected Role	How the stakeholder to be engaged with project
1	Jagroto Nagorik Committee (JANAK)	H	M	Members of JANAK form a crucial platform for community engagement in raising the profile of project outcome. JANAK members will encourage and provide necessary support to others for requesting information using RTIA. JANAK members will facilitate the people	Members of the JANAK will play the role of vanguard of the movement for people's right of access to information and services.

SI	Name of the Stakeholder	Involvement in Project (High/Med /Low)	Power to Influence (High/Med /Low)	Expected Role	How the stakeholder to be engaged with project
				eligible for the social safety net benefit. They will also monitor the public service institutions using social accountability tools for distributing social safety net benefits to the eligible citizen.	
2	Youth	H	L	Youth will be involved in social action to encourage responsible citizenship and build resistance towards corruption and lack of openness.	Youths who will be certified by RTI E & M learning course, will have good knowledge on RTI. University students will play their advocacy role in creating demand for information, expressing grievances about commitment made by service providing authorities.
3	Union Parishad (UP)	M	M	UP has the responsibility for providing information related to social safety net services. UP Act ensures people's right to know and services which is often ignored. UP will be functional as per policy to provide social safety net benefit to the eligible citizens.	Elected representatives will be closer to the people through the project.

SI	Name of the Stakeholder	Involvement in Project (High/Med /Low)	Power to Influence (High/Med /Low)	Expected Role	How the stakeholder to be engaged with project
4	Upazila level Government offices	H	H	Upazila level government offices are the authority to provide specific information and service to the local people.	Government officials will be more responsive to the people through the project.
5.	Cabinet Division	H	H	Cabinet Division is at the centre for guiding all ministries and local administration to ensure information and service delivery to people from all government service providing institutions.	Project will facilitate CD to make the RTI and WBPA more effectively operative under the national integrity strategy.
6.	Information Commission	H	H	The Information Commission (IC) Bangladesh promotes and protects rights of access to information which is empowering the citizens by promoting transparency and accountability of the public and foreign funded organizations.	The project will assist IC in popularizing the RTI Act and keep the demand-supply chain of information more operative.

h) Gender dimensions:

Action-1: More than 30% participation will be ensured in project team formation.

Action-2: In the case of beneficiary and participant selection, maximum efforts will be given to ensure greater participation of women and girls.

Action-3: Contents of training and orientation will also include special needs of women in provision of information and services. Separate community gathering for mothers and campaign among women will also be organized.

Action-4: Language and designing of all communication materials will be gender sensitive and friendly.

Action-5: JANAK will have at least 35% of woman members. One of these citizens' groups will exclusively for the women.

Action-6: Equal participation of women will be ensured in the RTI camps and also in youth programmes.

i) Inclusion and Diversity Aspects considered in the project:

Action-1: The project will involve excluded groups and diverse section of the population in the interventions. They will be included and assisted to claim their rights through the project.

Action-2: Marginalized people from agriculture, fisher-folks and day labourer will be reached through the campaigns and capacity building programmes.

Action-3: Women and youth will be involved as an important segment of the project. Awareness campaign will be organized for involving diverse section of people.

j) Geographic locations with direct beneficiaries:

Name of the Working District: Jashore

Upazila / City Corporation (CC)	Name of Union and Paurashava to work with (ward for CC)	Total Direct Beneficiary					Major Types of the Beneficiaries
		Male	Fem	Boy	Girl	Total	
Upazila-1: Abhaynagar	Union-1 Prambag	369	177	270	270	1,086	Government Officials, Secretary of U P, UNOs, JANAK Members, CSO, Journalist, UDC entrepreneurs Youth, Marginalized women and men, Teachers,
Upazila-2: Bagherpara	Union-1 Darajhat	369	177	270	270	1,086	
Upazila-3: Chaugachha	Union-1 Phulsara	369	177	270	270	1,086	
Upazila-4: JessoreSadar	Union-1 Fathehpur	369	177	270	270	1,086	
Upazila-5: Jhikargachha	Union-1 Gadkhali	369	177	270	270	1,086	
Upazila-6: Keshabpur	Union-1 Majidpur	369	177	270	270	1,086	

Upazila-7: Manirampur	Union-1 Bhojgati	369	177	270	270	1,086	School Students, and Info seekers
Upazila-8: Sharsha	Union-1 Ulashi	369	177	270	270	1,086	
Dhaka & outside Dhaka		2,282	1,117	-	-	3,399	Youths and Info Seekers
Total		2,952	1,416	2,160	2,160	12,087	

k) Beneficiaries to received Services**

Social Safety-net			Drinking Water			Primary Health Care			Primary Education			Agriculture		
M	F	T	M	F	T	M	F	T	M	F	T	M	F	T

Fisheries			Livestock			IGA (Input)			Skills improvement training			Total Direct Beneficiary		
M	F	T	M	F	T	M	F	T	M	F	T	M	F	T

** This table is not relevant with this project of advocacy nature. Improvement in governance and accountability situation will bring positive changes in delivery of public services in all sectors. However, one of these service sectors will be selected for conducting Social Audit. Selection will be done in consultation with MJF to avoid any possibility of duplication or overlapping.

Section-IV: Project Management

a) Staff Management:

Team Leader-Executive Director (Partial): He will lead the project team, oversee the activities, provide necessary support and guidance to the Technical Experts, PC in implementing the project and finalize project reports. He will take part in the interactive meetings and core activities of the project and maintain the liaison with IC, CD and ministries.

Project Coordinator (Full time): S/he will coordinate implementation of all project activities with necessary advice and guidance from Technical experts and the Team Leader. PC will develop project implementation plans and guide the team for effective implementation. He will facilitate project team to ensure quality of work. S/he will also participate in field level activities as per demand of the project. S/he will be responsible to maintain liaison with the ministries, DC, UNOs, NGOs, JANAK members for successful implementation of the interventions. S/he will facilitate in preparing and sending project reports as per schedule.

Training and Documentation Officer (Full time): S/he will be responsible for designing and implementing training and orientation workshop of the projects. S/he will prepare project progress reports as required. S/he will also design data analysis roadmap and real time monitoring database with the support of Project Coordinator. S/he will participate in field level activities as per demand of the project.

Field Intervention Coordinator (Full time): S/he will implement the project activities in the field. S/he will facilitate formation and activities of the citizens' forums, organize meetings-training or any other events and report to Project Coordinator.

Project Facilitator (full time): S/he will assist Field Intervention Coordinator for implementing the project activities in the field.

Finance and Admin Officer (Full time): S/he will maintain accounts of all expenditures of project activities and bank account of the project. S/he will prepare financial report according to the format and timeframe. S/he will also facilitate the programme team regarding the financial transactions of the programmes.

Support Staff (Full time): S/he will take care of office maintenance. S/he will also provide logistical assistance in organizing project activities.

b) Project Staffs' Place of Posting

Offices	Staff Designation	Gender segregation
Head Office	Executive Director-1 Project Coordinator-1 Finance and Admin Officer-1 Training and Documentation Officer-1 Support staff-1	Male-3 Female-2
Project Office (at working district/ upazila)	Field Intervention Coordinator-1 Project Facilitator-1	Male-1 Female-1
	Total number of project staffs: 7	Male:4 Female: 3

c) Monitoring, Evaluation, Learning and Reporting:

a. Monitoring system of the project:

A monitoring checklist will be developed for this proposed project in line with the Logical Framework, target, and method of monitoring, frequency and responsible persons. Using Microsoft project software, a real time monitoring mechanism will be developed, which will help the project management team to monitor the output and activity progress. This will also show the trend of performance and how far the activities are contributing to attainment of the project goal in quantitative and qualitative terms. Field Coordinator will

send periodic reports which will be analyzed by the Training and Documentation Officer and the project team. Perception of JANAK members and local service providers will also be collected by the Training and Documentation officer to review the quality of work. Project team will also track the project outputs and outcome result regularly. Besides this, the Training & Documentation Officer with the support of Project Coordinator will capture case stories, success stories and lesson learned from the field. The team will assess the quality of project deliverables periodically.

b. Data validation process of the project:

Training and Documentation Officer will independently collect data regularly. Along with Project Coordinator, s/he will validate the data and cross check with secondary source; and it will be done throughout the project period and will be reported to team leader.

c. Follow-up mechanism of supervision/ monitoring:

A follow- up mechanism of monitoring will be introduced from the beginning of the project, which will be shared and vetted with MJF. After every event a follow, up will be done by the project team. From that, team members as well as stakeholders will find out the lesson learned. To do so, relevant stakeholders as well as beneficiaries will have chance to share their views and feedback. Team Leader of the project will visit project area once in every quarter. He will monitor the progress of activities, talk with the field staff, beneficiaries, government officials and community people during the visit.

d. Learning: Every single event will be captured through a report format which will be finalized in consultation with MJF. MRDI team will capture learning through a semi structured interview of beneficiaries and gather lessons learned by the project team members. Analysis of the lessons and report will be shared with team and MJF.

e. Reporting system of project:

At the end of each quarter, a project progress report will be submitted to MJF along with financial report as per their format. After accomplishing every year, an annual progress report will also be shared with MJF to compare the progress over the plan made. Along with audited financial report a final project completion report will be produced and sent to MJF. Besides this, the project team members will prepare their regular progress report to project lead and will have regular team meeting.

d) Reporting system of project

Type of reports	Interval	Responsible Person	Endorsed and supported by
Programme Narrative Report	Quarterly	PC	ED
Financial Report	Quarterly	FAO	ED and Head of Finance
Monitoring Report	Semester	PC	
Case study	Periodically	PC	
Special Report	Annually	PC	
Audit Report	Annually	FAO	
End line Report	Once before ending	Consultant	

e) Organizational support for monitoring and quality program implementation:

MRDI team will provide monitoring support to implement the activities on time. Activity and event reports will be shared among senior staff members who will provide input and suggestions for improvement. MRDI's strong network with government high officials and the media will be used implementing the project effectively.

f) Sustainability plan and Exit Strategy:

Sustainability Plan:

Name of the Activity /System /Result to be sustained	Specific area/part to be sustained	Process to be followed for Sustainability
Orientation for Government officials on RTI and WBPA	Knowledge of officials	Knowledge gained through the orientation will sustain which they will apply in using the governance tools.
Formation and orientation of JANAK	Awareness and knowledge of JANAK members	These community people will use their awareness in seeking information and helping others to do so.
RTI E& Mlearning course certificated Youth	Knowledge of the participants of certification	These trained young people will act as RTI change makers in their communities and the awareness will have a multiplying impact.
Workshop in public and private universities	Awareness of young learners	They will apply their knowledge in seeking information and inspiring others to do so. Greater disclosure of information will increase accountability and transparency of service providers.
Community mobilization meeting	Community awareness	Demand for information will increase that will enhance transparency in delivery of public services.
RTI Camp and follow-up camp	Knowledge and awareness on RTI	Camp participants will seek information from authorities which will inspire others to do the same. Disclosure of information will result in provision of better services.

Name of the Activity /System /Result to be sustained	Specific area/part to be sustained	Process to be followed for Sustainability
RTI Campaign among school students	Knowledge of young learners	RTI awareness at an early age will inspire young people to seek information and other entitlements for themselves and their families. This is expected to have a long-lasting impact.
Develop modules of the RTI training manual	Training manual with modules	The online course will remain at the website and DOs will continue using it for their capacity building.
Easy learning book on RTI	RTI book	Knowledge of people will retain through the book.
Awareness raising materials	Public awareness	Awareness will result in claiming rights and entitlements.
RTI help desk	Assistance to RTI applicants and authorities	The desk will continue its assistance to information providers and seekers.
Develop template on web-based disclosure for ministries	The template	It will help ministries design their web-based disclosure.
Communication strategy on WPBA	Strategy documents	These will help CD roll out these governance tools among the stakeholders.
Interaction and ToT on governance tools with NGOs	Knowledge of NGOs	NGOs will use the knowledge to apply the governance tools in their advocacy programmes.
Conduct political mapping on RTI implementation	Findings of the mapping	Findings will be used to chalk out future programmes on RTI implementation.

g) Exit Strategy: Expected results of the proposed project are that target beneficiaries, particularly the marginalized section of the population will be empowered to claim their entitlements, public service providers will enhance their capacity and preparedness to deliver information and services to people in need and policy planners will be more proactive about use of the governance tools.

Interventions like community mobilization, RTI camp, campaigns in the community and schools and other interactions will develop greater awareness and empower citizens to claim their rights. Communication and advocacy materials will be produced and distributed to retain people's awareness. Orientation of and interactions with the service providers will increase their capacity as duty bearers. Empowerment and capacity will also bring some positive changes in the mindset and attitude of the stakeholders both at the demand and supply ends. These changes will sustain in the long run and a visible improvement will take place in the service delivery system in the project locations which may impact even the neighboring areas.

Formation of Jagroto Nagorik Committee (JANAK) is a positive approach of sustainability. They will provide support to the villagers who want to get information from authorities through RTI application JANAK members will act as community watchdog, not only for promoting RTI, but also for making providers of public services accountable to people. Presence of service providers and citizens in public hearing will bring them closer and promote accountability. This close relation will contribute to sustainability of the intervention.

Youth mobilization will be another tool for sustainability. RTI committee for the youth will work in the community and educational institutes to aware people about their right of access to information. Boot camp, Youth workshop and the concept of RTI pioneer will inspire the youth community to work for people beyond any project intervention.

From day 1, the project will operate with the perception of sustainability, and not as a one-off show. Sustainability component will be assessed during monitoring of activities. Results of RTI application and grievance complaint will have impact beyond the project period among people even out of the project location.

h) Analysis of Risks and Mitigation Plan:

SL	Risk	Likelihood	Mitigation Plan
1.	Political mapping may be difficult in a situation when a new government has come into power after the general elections.	Low	We will apply our good image and network with public administration, media and the civil society in convincing the political leaders about the purpose of the exercise.
2.	Vested interest groups may hinder conducting social audit and public hearing in the project area.	Medium	We know the friends and opponents from its previous experience of working on RTI. Our own technique and influence of friendly people will be used to mitigate the risk.

SL	Risk	Likelihood	Mitigation Plan
3.	Cabinet Division may be reluctant to get communication strategies on WBPA developed by us.	Medium	We have years of very good experience of working in collaboration with Cabinet Division and Information Commission. Using this relation, we will convince CD about purpose and benefit of such communication strategies.
4.	Involvement and participation of CSOs and community stakeholders may not be at the desired level.	Low	We will apply our experience and image in mitigating this low level of risk.

Attachments:

- I. Activity Detailed Sheet
- II. Logical Framework
- III. Job Specifications for key staffs
- IV. Project Budget