THE CIVIL SOCIETY FUND
PARTNERSHIP INTERVENTION
(less than DKK 500,000)

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<th>Title of the Partnership Intervention</th>
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<td>Danish applicant organisation</td>
<td>Bandhab</td>
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<tr>
<td>E-mail:</td>
<td><a href="mailto:gunhildskovmand@gmail.com">gunhildskovmand@gmail.com</a></td>
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<tr>
<td>Other Danish partner(s), if any</td>
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<tr>
<td>Contact person for the intervention</td>
<td>Name: Anja Nielsen</td>
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<td>E-mail: <a href="mailto:aanielsen83@hotmail.com">aanielsen83@hotmail.com</a></td>
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<td>Local partner organisation(s)</td>
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Formålet med partnerskabsaktiviteten er at styrke kapaciteten i BACE og de lokale organisationer oprettet af medlemmer af etablerede grupper under BACE, primært kvindegrupper, så begge parter får styrket viden og kompetencer til at gennemføre rettighedsbaseret fortalervirksomhed på lokalt og nationalt niveau. Dette vil ske gennem afholdelse af seminarer og workshops for nøglepersoner fra hovedkontoret i Dhaka og de lokale foreninger i rettighedsbaseret tilgang til udvikling og metoder til at planlægge og gennemføre fortalervirksomhed. Der vil blive gennemført træningsforløb for bestyrelser i de lokale foreninger og andre centrale aktører på lokalt niveau, som på baggrund af denne træning vil gennemføre konkrete fortalervirksomhedskampagner. Der vil bliver udarbejdet en manual for fortalervirksomhed, som i et enkelt sprog forståeligt for målgruppen vil være en støtte for de lokale foreningers fortsatte arbejde med rettighedsbaseret fortalervirksomhed. Bandhan vil være en aktiv partner i hele forløbet, og vil gennem dette få ny viden til oplysningsarbejdet i Danmark.

Date: 31.04.2014

Place: KØBENHAVN

Person responsible (signature): [Signature]

Person responsible and position (block letters): ANJA NIELSEN, VOLUNTEER
2. Application text

Structure:

A. THE PARTNERS

A.1 The Danish organisation

Bandhab is a friendship association with Bangladesh. The organisation was established in 2006 by people who have experience from working in Bangladesh through educational projects supported by Danida. Bandhab's mission is to provide support to popular education and enlightenment based on Grundtvig's and Tagore's thoughts, putting focus on partnership activities about sustainable educational- and cultural activities with the aim of promoting democratic understanding and active citizenship with respect of human rights.

Bandhab is a small organisation run by volunteers, and has 80 members (per 2014) with a board of 5 members and 2 elected substitutes, who also participate in the board meetings. 5 of the board members and substitutes have experience directly from working with educational development projects for awareness, skills and leadership in Bangladesh from earlier Danida funded projects run by the Danish partner, Folkehøjskolernes Forening i Danmark (FFD) or from the Gono Kendra Project (GK-Project) phase 1 and 2 directly under Bandhab in the form of being Short Term Advisors (STAs) or responsible for the project coordination on behalf of FFD and Bandhab. 1 board member and 1 substitute are Bangladesh with no direct experience of development work.

Bandhab and its Board has over the years build up experience on how to address issues related to building up structures and leadership for democratic decision making in smaller groups. A 3-4 persons working group working under the Board has been responsible for the GK-Project, phase 1 and 2. A working group consisting of 3 board members and 1 Bangladesh volunteer studying Social Entrepreneurship and Management at Ålborg University (Copenhagen) will be responsible for the administration of this partnership intervention.

A.2 Other Danish partners (to be filled in if several Danish organisations are forming an alliance)

N/A

A.3 The local organisation

Bangladesh Association for Community Education (BACE) is an NGO established in 1977 by distinguished individuals dedicated to working for upliftment of the people through education and human resource development for the poorer section of the people in Bangladesh. BACE has a General Council of 26 members, out of which the Governing Body, consisting of 7 members, is elected. BACE has a yearly annual meeting where all activities of BACE are presented in the form of a yearly report. The report, including last financial year's accounts, is discussed at the annual meeting, as well as future plans and budgets.

BACE has been partners with different national and international donors and were among the first NGOs to start educational programmes combining awareness education with skill training for young people and adults, who had no or very little formal education, a strategy which was found very relevant for both personal and economic development for the disadvantaged people.

BACE has been running a Danida funded project, the Gonobidyalaya (GB) Project, for many years. From 1981 – 1990, the GB-project was directly funded by Danida through the Danish Embassy in Dhaka. After a critical evaluation in 1987, Danida requested Folkehøjskolernes Forening i Danmark (FFD) to consider being partners with BACE as Danida felt they did not have the resources and knowledge to support BACE directly in developing and strengthening the idea behind the GB-project. After considering the request and a visit to Bangladesh meeting BACE and visiting the Gonobidyalayas in April 1988, FFD agreed be partner with BACE. A project application for a 2nd Phase of the GB-project was worked out, and the partnership between BACE and FFD was formally established in 1990 and lasted until the end of 4th Phase, Dec. 2008. During the 3rd and 4th phase, initiatives were taken to minimise the cost of the GB-project in order to make it sustainable. This strategy has proven right as BACE has been able to continue the
educational activities for young people between 15 and 25 years old at all the 5 Gonobidyalays up till today. With their own funding they still run 6 months courses on general knowledge, awareness and skill training.

Besides the partnership with FFD, BACE has a long standing partnership with Bridge of Light (BOL), a German NGO, which now is the main donor for BACE with education for children and their parents, a training centre for skill training and capacity building, and a fairly huge credit programme. BACE has also over many years been partner with Action Aid Bangladesh, under which partnership they have run Right Based Programmes. BACE has also a project supported by Manusher Jono Foundation, a right based and advocacy national donor-NGO in Bangladesh. During the last year of the Gonobidyalaya Project, BACE and FFD’s then Project Co-ordinator Torleif Jonasson, Gunhild Skovmand, and Short Term Advisor Troels Busk, initiated discussions about the possibilities of starting some educational activities for reaching more marginalised groups and former students, especially women, in the areas around the GBs. At the same time FFD decided not to be involved directly in development projects. Therefore BACE requested the newly established Friendship Association, Bandhab, where former staff and volunteers in FFD were active, to consider being partner with BACE, which Bandhab agreed to. An application for establishing 20 groups (Gono Kendras) for awareness training, skill competences and leadership training was forwarded to CISU and approved for the years 2009-2010. A new application for a 2nd phase was approved and implemented in 2011 – 2013 with a non-cost extension of 1 year until the end of 2014. In the second phase the GK-project covered more than 1.100 people.

**BACE and the work in the local project area.**

The project areas for the Gono Kendra project, Phase 1 and 2, were selected to be situated around 2 of the GBs in Bagerhat in Bagerhat district in the southern part of Bangladesh and in Uchai in Joypoorhat in the Northern part of Bangladesh, respectively. These two areas were selected due to that an active Ex-Student Association of former students from the 2 GBs were working here, running their own credit programme with the savings of the members.

The Gonobidyalays have been functioning as resource centres and administrative base for the activities in the GK-project, and will do so in the proposed partnership project. A lot of volunteer work and resources has been provided by the GBs both in terms of direct man-power support and also utilising the GBs for meetings without any costs for the GK-Project. BACE has a deep root and in-depth knowledge of the 2 project areas, and is highly respected by the authorities and the inhabitants through its many years of dedicated and honest development work in the areas.

As part of the GK-project, a formal network of NGOs in each of the two project areas has been established. These two networks consist of 12-15 NGOs. At the meetings in the NGO-network they share experiences of their work and discuss initiatives and problems they would like to address in a bigger forum, for instance anti-drug campaigns, how to solve the big problem of saline in the drinking water (Bagerhat), and celebrations and rallies on different national days. The network has also functioned as a resource base for an incident of trafficking, which was solved through involving a member organisation of the NGO network. BACE/the Gonobidyalaya has been functioning as the chair of the NGO network. There is further a close contact with the authorities and local NGOs.

In phase 2 of the GK project, 4 CBOs were established. The CBOs function as umbrella organisations for the members of the 50 Gono Kendras, with each of the 4 CBOs having a general body of approx. 300 GK-members, approx. 1.200 members in total in the 4 CBOs. In 2013 Executive Communities (ECs), consisting of 7 EC- members were democratically elected for each of the 4 CBOs. The CBOs have developed their own bye-laws and work independently. They have discussed if they should try to obtain recognition by the Government, as this will give them a possibility of applying for support through the local Government. However, the risk of ending up in local party politics with its implications is big and therefore not so attractive.

**A.4 The cooperative relationship and its prospects**

Bandhab and BACE have been partners since 2009, but as mentioned above there has been a close contact between the members of Bandhab, including members of the Board, and BACE since 1990 through the Danida funded Gonobidyalaya Project.
The strength in the partnership is the trust in each other and the timely and responsible contact. In Bandhab there are resources regarding how to build up groups and forums for strengthening personal development, leadership, take democratic decision and how to work in organisations. In BACE they have a vast experience in organising groups and implementing different development activities related to creating awareness, empowerment and organise short skill training for the participants. However, there is a lack of capacity on how to build up the organisational capacity of the staff and ensure a sustainable structure of BACE including the 4 elected ECs, all working as volunteers, of the CBOs established in December 2013 as a part of the GK project phase 2.

It is stated in the evaluation report, that BACE is very happy with the partnership with Bandhab. “The BACE management appreciates the partnership, the monitoring role and practical advice of the (short term) advisors, the capacity building initiatives for the beneficiaries in the GKS and the specific individuals of the Governing board of Bandhab both from Bangladesh and Denmark. It is also mentioned that such workable partnership add to run the project effectively” (page 17 in the evaluation report).

It is also mentioned in the evaluation report that BACE need to improve its management: “More concentration should be given on advocacy and counselling program especially in case of implementing right based development program. It also needs to build staff on advocacy, counselling and networking.” (page 27)

It is also mentioned in the recommendations, that “the GK-leaders and CDOs (Community Development Organisers employed in the GK-project) need more advanced training on these issues including the institutional ability.” Bandhab sees the EC of the CBOs as volunteers in BACE. For making the CBOs having a closer contact to BACE and the GBs for ensuring sustainability, there is a need for developing a strategy for communication between BACE and the CBOs.

As part of the partnership intervention, there will be a strategic 3-day seminar/workshop for BACE heads of projects and leading staff, where a strategic plan for the next 5 years will be worked out. The strategic plan will also focus on how BACE can strengthen its right based approach and advocacy work in all its projects.

BACE is constantly struggling to get financial support to their overall expenses, which makes it difficult for BACE to provide direct financial support to the CBOs. However, BACE is interested in and committed to supporting the CBOs in their work for influencing the development and for ensuring the rights of the target group with the limited resources they have.

BACE has experience in building up democratic organisations also from the project supported by BOL. However, the challenge is to identify qualified staff at local level to support and guide building up the structure and the capacity of leadership among the target group, so they on their own can ensure the sustainability of the CBOs and their work for ensuring the rights of the target group.

With human resource input from Bandhab in this partnership project, there is no doubt that the relationship between BACE and Bandhab will be further developed. It is expected that it will lead to a greater understanding of how it will be possible to create a synergy between the different experiences in the two associations, and utilise this knowledge for the benefit of the target group and the local people in the project areas. It is also expected that it will help improve the work of Bandhab, and give input and new energy to Bandhab's information work in Denmark.

The CBOs are independent units, but are working under the support of BACE and look upon themselves as organisations under BACE. The GBs function as field offices. The CBOs refer to the principal at the GB, who will act as coordinator under the Head Office (HO) in Dhaka. BACE HO in turn get benefit of this close cooperation, as it provide them with a close link to the local communities, which is very valuable in BACE's national advocacy work, as the CBOs can gather case stories and statistic and data.
B. CONTEXT ANALYSIS

B.1. Relevance of the partnership intervention
The aim of the partnership intervention is dual; 1) Creating a clear structure for BACE HQ and the CBOs in order to ensure cooperation and sharing of experiences, and 2) Building up the capacity to carry out right based advocacy on local and national level.

BACE and Bandhab have been cooperating since 2009. The pivot of the cooperation has been the Gono Kendra Project, aiming at empowering marginalised villagers, in particular women, to take part in decision-making processes to exercise their rights and act for building up a just society with social and economic resources. This is done by forming 50 Gono Kendras (SHGs). 20 GKS were formed during phase 1 and 30 during phase 2. The objective was sought fulfilled by creating awareness and understanding among the group members and build up their capacity to change their own life situation and that of their families. In order to make create changes in the local community all GK-groups has been asked to identify and implement different actions in the community for the common good. It has been an eye opener for the GK-members that they through the group has been able to make changes in their own area and it the respect they have gained through this work.

In order to create a sustainable structure at local level, 4 union-based CBOs were established at the end of the 2nd phase. Each CBO is acting as umbrellas for 12-13 GKs and are run by an Executive Committee, elected through a true democratic election. The ECs all consist of 7 members – GK representatives - working voluntarily. With the support of BACE Head Office (HO) in Dhaka and the staff, the EC-members and the GK representatives have prepared bye-laws for the CBOs.

Due to severe political crisis and violence in 2013 and lack of understanding among some of the GK members for the need to be organised in bigger structures the CBOs was not established before late in the 2nd phase. Through encouragement from both BACE and Bandhab and many discussions about how changes can take place when working together, the GK-Members established 4 Community Based Organisations (CBOs) in december 2013.

The EC members are very motivated to unite the GKS in the CBOs and create a forum for a common voice and actions for change. But they are also very aware of their lack of capacity to support the members in getting access to the services they are entitled to and to support the Gono Kendra groups in how to continue the awareness and life skill training with the help from Government resource persons. The EC members are representing the poor and marginalized communities and have limited schooling. Through the GKS they have been empowered and been
taught about how to run the groups, but it is still new for them to be responsible and engage in organizational work. They have the skills to identify and plan the different activities they want to take up, but are weak in finding ways of implementing them and documenting their results. This is especially a problem seen in relation to how to organize bigger advocacy campaigns to influence the decision-making processes and priorities of the Local Government.

At the same time, the formation of the CBOs has been a long process. It has been an ongoing concern for Bandhab that there has been some lack of confidence in BACE, that it would be possible to establish the CBOs within a timeframe of 4-5 years. The Executive Director of BACE through his earlier work has experienced that it takes about 7-10 years to create the understanding among the target group, that an organization can help them to achieve their rights. However, the progress of the work in the Gono Kendras has created an increased understanding of the importance of the CBOs. Therefore, the CBOs were established late in the phase.

BACE are running many different projects, including many Self Help Groups. However, it is new for them to have CBOs /local units on union level. Another challenge is therefore to create a clear structure that link the HO in Dhaka with the four CBOs in order to create a synergy effect by being present at union and national level.

BACE in its present situation has a lack of manpower and economic resources to implement the training needed for building up the capacity of the ECs of the CBOs, so they in the long run can work independently on their own. BACE also needs strengthening in the understanding of the rationale for the right based approach and how this approach is needed for creating long lasting and sustainable development in Bangladesh for the poorer section of the communities in the rural areas. The establishment of Community Based Organizations (CBO) requires stronger abilities concerning organizational development and political action at grass root level than BACE possesses for the time being.

In SWOT analysis of BACE the following has been found:

Strength:
- has good reputation and community acceptance in the working areas (legitimacy)
- is a member of different advocacy and Governance Networks
- is experienced as social change animator
- has committed staff members
- is honest in its work and dedicated towards upliftment of the poor

Weakness:
- strategy for the organisation is not updated
- needs a paradigm shift from service provider to Right Based Approach
- inadequate staff is qualified in promoting advocacy work
- shortage of funding and lack of staff for fund-raising
- the board is consisting of too many elderly and retired persons

Opportunities:
- has committed staff who are interested in learning and take up new challenges
- developing linkage with new donors
- better utilization of existing resources (land, infrastructure)
- better input from representatives from its different project in the national advocacy work.

Threats:
- the difficulties in getting funds and finding new donors will hamper the work of BACE
- corruption in government projects continue to make it impossible to accept government projects despite being qualified and short listed
- international donors stop providing funds for local NGOs
- dedicated staff leave the organisation due to lack of funds in the future

The success of the CBOs requires that a stable organizational framework is established in order to secure that the CBO do not depend on the participation of single members. On a smaller scale Bandhab has already proven that it can assist BACE in establishing local self-sustaining
organizational structures. The Gono Kendra Project has established such structures in 50 villages in Bangladesh.

The ambition is to take the success of the Gono Kendras to the community level and establish CBOs that will serve as a grass root based voice to ensure that e.g. welfare schemes are implemented properly by the local governments (Union Parishads).
The members of the CBOs have some experience with proper decision making and acting collectively as they are members of the Gono Kendras. However, the role as a CBO representative is much more demanding.

Bandhab has its roots in the Danish Folk High school tradition which emphasize the value of empowering citizens through organising locally. The board of Bandhab consists of persons with substantial work experience in Bangladesh and professional experience with development issues, including knowledge on how to promote and support development of active citizenship. Both at a cultural, professional and operational level Bandhab therefore possesses the necessary know-how to strengthen the capacity of BACE and thereby enable BACE to provide the necessary support to the CBOs.

B.2 In what context is the intervention placed?
The ability to pursue common interests and hold local authorities accountable is a cornerstone in any democratic society. However, though Bangladesh is officially a democracy, ordinary citizens rarely have a strong voice in the political process. This is especially true for the rural poor.

In general, the democratic culture is weak in Bangladesh and the legislative, executive and legal institutions are frail. The negative results are many, but pervasive corruption and weak checks and balances on public offices are among the more severe. Consequently, public welfare schemes may look good on paper but are rarely implemented properly which leaves, especially the poor, with very limited access to quality education, good health care and other forms of public support.

The Union Parishads (local government institution) are the lowest tier of the political and public administration in Bangladesh. Election to the Union Parishad takes place every 5th year, and the political parties take a huge interest in the election, as this is a possibility for creating a voter base for the election to the Parliament. The Union Parishad has very little power and limited budget for development. Despite a plan for decentralising the administration, it has not taken place and civil servants appointed by the Government are the real power in the districts and the Upazilla (a government unit). They work very bureaucratic and to the wish of the Central Government and are accountable only to the the Central Government.

There is no taxation at local level, so the Union Parishad has to make do with whatever the Government provides. The Union Parishad elected representatives are supposed to play a key role in the provision of public welfare. However, in the country side of Bangladesh for getting your rights met is what matters having connections to the party in power and to know people who can and will help you, and be ready to speak on their behalf. Being a poor person with little knowledge about how to approach the authorities and limited resources to fight for your rights in a corrupt society means that poor people’s access to public welfare always is a challenge.

The CBOs are therefore highly needed as forums where rural poor can agree on a common voice and act together, and thereby strengthen their access to the services they are entitled to. It should also be noted that each CBO will represent the members from 12 or 13 Gono Kendras within the areas of one Union Parishad. Each Gono Kendra has 20 to 30 members, therefore each CBO will represent 240 - 400 people and thereby a considerable amount of voters within one Union Parishad.

B.3 How has the partnership intervention been prepared?
The need for strengthened capacity of BACE to enhance the establishment of CBOs has been discussed during the last year of phase two. The partnership intervention is based on the recommendations from the evaluation from 2013 and the last Short Term Advisor report from May 2014. Both report’s recommendations are based on findings during visits to both project sites and discussions and meetings with BACE, the project staff and the beneficiaries.

The planning of the specific activities in the partnership intervention has been done in close cooperation between Bandhab and BACE including suggestions from the CBOs Executive Committees. The seminars and follow up training will be planned in close cooperation by Bandhab and BACE, but Bandhab will be responsible for the overall facilitation.
C. THE PARTNERSHIP INTERVENTION

Objective and expected processes

The overall objective is to strengthen the capacity of BACE Head Office and local units (CBOs) in order to be able to carry out right based advocacy at local and national level in Bangladesh.

The specific processes which the intervention is expected to set in motion or complete

- Strengthen BACE's capacity to carry out right based advocacy at national level
- Strengthen BACE HO's capacity to support the CBOs in order to plan and carry out right based advocacy at local level
  - BACE (incl. CBOs) are working strategically with securing rights by identifying right violations and the responsible duty bearers.
  - A strategy for right based advocacy at national and local level has been developed by BACE
  - BACE has established procedures for involving the volunteers more actively in its work and decision making at organisational level and clear division of roles and responsibilities have been developed
  - Procedures for sharing experiences among staff and volunteers have been established
  - Clear lines of communication between BACE HO and the local CBOs have been established

Expected most significant positive changes achieved in the end of the project

- A clear structure for the cooperation between BACE HO and the CBOs have been developed and agreed upon
- BACE HO are now capable of planning and carrying out right based advocacy
- BACE has increased their focus on right based advocacy through different networks, including CAMPE and the local NGO networks
- A clear strategy and procedures for carry out right based advocacy at national and local level has been developed and implemented
- BACE has through the CBOs started to carry out right based advocacy at union or Upazila level.
- Increased cooperation and sharing of knowledge and experiences among the HO and the CBOs and among the different projects run by BACE
- BACE HO has capacity to support and strengthen the CBOs in order to be able to run as independent local committees
- Discussions about representation of the target group from all projects BACE has been initiated
- Bandhab are working more focused with awareness in Denmark linked closely to the projects in Bangladesh

Strengthening of the local partners and/or target groups

The aim of this partnership intervention is to strengthen the capacity of BACE at local and national level and the cooperation among the two levels. This will create a synergy improving the units' role at national and local level, respectively. The increased cooperation and the worked out strategy for communication between head office and CBOs will provide BACE with concrete knowledge (case studies and data) from the field to be used in advocacy work at national level. The CBOs will further be able to link their advocacy activities with advocacy at national level. The focus on building up the capacity regarding right based advocacy will strengthen BACE’s profile and role as advocates on behalf of the poor and marginalised.

The local CBOs are run by volunteers representing the poor and marginalised in the local communities. Thus, they are also acting as role models proving that even the poor and marginalised (women) can make a change and stand up for themselves. The CBOs also function as forums where the community members can gather, share experiences, get information about their rights and entitlements and cooperate on creating awareness, achieving rights etc.

The partnership intervention will further focus on building up the capacity of the individual key persons by training the staff members of BACE and the executive committee members in the
CBOs. These will further carry out peer education in order to enable more villagers to play an active role in the civil society.

C2 Participants

As the focus of the partnership intervention is capacity building of the staff at BACE’s headquarter and the 4 CBOs, key persons from each organisation has been invited to participate in seminars, workshops and training sessions. The people selected all have managerial responsibility and are expected to continue to work in the organisation.

The persons invited to participate in the three seminars are as following:

O3 BACE HO staff-members:
- Mr. Mahbubul Islam, Executive Director (Male)
- Mr. Robiul Alam, Deputy director (Program) (Male)
- Mr. Kamrul Hasan Khondaker, Project Coordinator, Action Aid Programme (Male)

OFacilitators at district level
- Mr. Kamruzzaman, Principal, KGB (Male)
- Mr. Abur Ali, facilitator, KGB (Male)
- Mr. Tozammel Hoque, Principal UGB (Male)
- Ms. Kamola Rani, CDO, UGB (Female)

O3 Executive committee members from each of the 4 CBOs, 12 in total.

Shat Gombuj CBO
- Ms. Kamrun Nahar Poly – President (Female)
- Ms. Sokora Begum – General Secretary (Female)
- Ms. Salma Begum - Member (Female)

Karapara CBO
- Ms. Aleya Begum – President (Female)
- Mr. Howladar Golam Mostafa – General Secretary (Male)
- Mr. Abdus Salam – Member (Male)

Mommadpur CBO
- Ms. Shama Begum, President (Female)
- Mr. Sobuj Hossen, Member (Male)
- Ms. Sultana Begum, Treasurer (Female)

Atapur CBO
- Ms. Rasheda Khatoon, President (Female)
- Ms. Sohagi Khatoon, General Secretary (Female)
- Mr. Onath Pahan, Member (Male)

O2 representatives from Bandhab (only one will participate in the mid-term seminar)
- The two representatives from the project steering committee. One of the representatives must also be member of the board. The representatives are selected on the criteria that they are experienced in organisational development and right based advocacy and are expected to continue to be part of Bandhab henceforward.

The participants in the training workshops are:

Capacity building workshops for the CBOs:
- EC members (7), and representatives (5-8) from each of the 4 CBOs
  - Mr. Kamruzzaman, Principal, KGB (Male)
  - Mr. Abur Ali, CDO, KGB (Male)
  - Mr. Tozammel Hoque, Principal UGB (Male)
  - Ms. Kamola Rani, CDO, UGB (Female)

Strategy seminar for BACE HO staff:
- 12 staff members representing the different projects in BACE:
  - Mr. Mahbubul Islam, Executive Director (Male)
  - Mr. Nazrul Islam Mondal, Program Director (Male)
  - Mr. Robiul Alam, Deputy Director (Program) (Male)
C.3 Methodology and modus operandi

The aim of the partnership intervention is to build up the capacity of BACE and its staff in order to make them capable of supporting the volunteers in the CBOs to access the rights of its members and carrying out right based advocacy on local and national level.

The partnership intervention will consist of a process framed by three seminars; in the beginning, mid-term and in the end of the project period. Between the seminars, the participants will receive training and consultancy. The first training of ECs of the CBOs and local staff will take place after the first seminar, and as a practical task each CBO will plan and implement a Right Based advocacy campaign at Union level. After the mid-term seminar, the CBOs apply the training in practice by planning and carrying out a right based advocacy campaign on union or upazila level.

The seminars will focus on how to ensure closer cooperation and sharing of experiences between the BACE HO and the CBOs; and identify and create a sustainable structure for the future cooperation between the CBOs and BASE HO. The training will focus on how to build up the capacity of the HO and the CBOs, respectively, in order to be able to plan and carry out right based advocacy. These two parallel objectives will create a synergy strengthening BACE as a CSO speaking on behalf of the poor and marginalized.

The seminars will start with a matching of expectation-exercise and discussion of the current and future cooperation. This will lead to a discussion on how to establish a structure where the HO, CBOs (and Bandhab), can utilize the other parties' experience, knowledge and competences. Then the right based approach (RBA) will be introduced to provide an understanding of the parties' work as a part a of long-term strategy/process to facilitate the realization of the rights of women, poor and marginalized. We will further introduce the Development Triangle to illustrate the correlation between strategic deliveries, organizational capacity and advocacy as well as discuss why all three components are important; and how they interact. The aim of the introduction is to open up for a discussion about how to develop and implement activities aimed at changing the structures and barriers in the society.

At the seminars we will further identify specific themes/cases for the advocacy work at national and local level and prepare strategies for the advocacy work ahead. This will be done with the point of departure in the problem tree, which is introduced in the first training workshops as a tool to identify the underlying causes.

To ensure a participatory approach, the seminars will include various ways of working, including presentations, exchange of experiences, group work, and role-play.

As part of the partnership intervention, Bandhab will focus on how to strengthen the organization’s capacity in order to conduct awareness campaigns in Denmark based on the work in Bangladesh. This will not be done in a specific activity with a budget line, but will be a part of the overall process put in motion by partnership intervention, including the information work (E1)

C.4 Activity plan and specific outputs

The time perspective for the partnership intervention is 18 months.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q5</th>
<th>Q6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification and employment of consultant</td>
<td>BACE director in cooperation with Bandhab</td>
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<tr>
<td>First seminar</td>
<td>BACE/Bandhab</td>
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<td>x</td>
</tr>
</tbody>
</table>
Mid-term seminar | BACE/Bandhab | x | x
Final seminar | BACE/Bandhab | x | x
Training workshops | Consultant/ BACE director | x | x | x | x
Follow up workshops | Consultant/ BACE director | x | x | x | x
CBOs’ advocacy campaign | Facilitators | x | x | x | x
Strategy seminar | BACE director | x
Preparation of advocacy training manual | Consultant/ BACE director | x | x | x | x | x

**Seminars**
The intervention will consist of different elements, starting with a 4 days seminar in at Central Gonobidyalaya in Sonargaon with representatives from BACE HO, the CBOs and Bandhab, where the future cooperation between BACE HO, the local CBOs and Bandhab, the structure and line of communication will be discussed, taking its point of departure in a matching of expectations from all three parties. In the end of the seminar, a joint action plan for the further process will be developed and agreed upon. The action plan will set the line for the work throughout the project period, including deadlines and person responsible.
The seminar will be followed up by a 2 days mid-term seminar focusing on evaluating on the process of the implementation of the action plan so far and sharing of experiences.
A third 4-day seminar will end the partnership intervention. The focus of the last seminar is to evaluate on the process, the new structures, lines of communication and strategies for activities at local and national level; and discuss the cooperation henceforward in order to ensure that the process will continue.
The two latter seminars will be held at Khanjahania Gonobidyalaya's conference facilities in Bagerhat.

**Training workshops**
After the seminar, the CBO-representatives will participate in four 2-days training workshops concerning:
- How to identify issues and stakeholders (Problem tree)
- How to plan and carry out right based advocacy
- Lobbying on union and upazilla level
- The citizen charter on Health, Education and Local Government Institution, laws and schemes relevant for the CBO members

Each workshop will be followed up by a one-day workshop 3-6 months after the first workshop, focusing on how the participants have used the training in practice and the challenges they have faced.

The staff at BACE HO will also participate in the two 2-days training workshops on right based advocacy in order to be able to plan and carry out advocacy campaigns at national level and support the CBOs' advocacy work on local level.

**Advocacy campaigns**
In order to combine the theory with practice each CBO will be carrying out one advocacy campaign on union or upazilla level in the period between the first seminar and the mid-term seminar and one again between the mid-term seminar and the end seminar. The issue concerned will be identified by the CBOs themselves through the first workshop on How to identify issues and stakeholders (Problem tree). The aim of this activity is for the CBOs to use their different training in practice and to get experience with how to plan and implement right based advocacy activities.

**Strategy seminar**
A strategy seminar will be held for 12 staff members from BACE representing the organization's different projects and programmes. The aim is to secure a link and continuous sharing of experiences between the different projects/programmes in BACE henceforward in order to build up the capacity of BACE. At the moment the different programmes/projects are run as separate units, with very little sharing and exchange of knowledge and experiences. The planned output of the
Seminar is a 5-year strategy for the all development work in the organisation to ensure a clear link between all the BACE’s projects; and to develop a common vision and mission for the overall work.

Participation from Denmark
Two representatives from Bandhab will participate in the three seminars in the beginning and end of the intervention. One representative from Bandhab will participate in the mid-term seminar. The Bandhab representatives will as far as possible participate in the seminar on equal terms with the partner organisations in order to ensure mutual exchange. The representatives will further be responsible for facilitating some of the training sessions.
When going to the mid-term seminar, Bandhab will further be meeting with BACE HO and the ECs in order to discuss the status of the project and plan the work ahead. As part of the project team, the representatives will monitor the process from Denmark during the project period. They will further be responsible for the embedding in Bandhab and its work in Denmark during and after the partnership intervention.

C.5 Assumptions and risks
Assumptions
o The staff at the different projects are willing to share experiences and cooperate
o The representatives participating in the seminars and training workshops remain in the organisations after the partnership intervention
o The volunteers in BACE have time to continue their work in the CBOs

Risks
o Political interference i.e. new Governmental Acts that restrain the options of local NGOs/CBOs in Bangladesh
o Natural disasters that affect the project sites
o Intensifications of violence in Dhaka and the project sites making free movement and planning very difficult

D. ORGANISATION AND FOLLOW-UP

Division of responsibilities and tasks in the partnership intervention
Bandhab will be responsible for that the partnership intervention is carried out according to this application. The Bangladeshi partner, BACE, is the implementing NGO and will be responsible towards Bandhab for that the project is carried out according to the approved application, including the budget, and the contract to be signed by both parties.

BACE will be responsible for the overall implementation of the project. The daily management of the project will be handed over to a part-time Project Director (PD). He will – together with the principals at the 2 GBs and the 2 facilitators, which is already working as facilitators in the 2 areas for the time being being paid by Bandhab, monitor the progress of the activities and will have the responsibility to come up with any proposal to BACE for the necessary changes of the partnership intervention to ensure smooth implementation of the project.
The facilitators will have the responsibility for organising the local trainings and supporting the advocacy work of the CBOs and together with the ECs keep liaison with the local authorities. The principals at the 2 GBs will together with the PD be responsible for planning the relevant training of the staff and the volunteers. There will be a worked out procedure for how to monitor the activities.

BACE will hand in quarterly financial and narrative progress reports to Bandhab with relevant statistics and descriptions of the activities reflecting the implementation and progress, possible weaknesses and plans for overcoming them. The first quarterly report will form the basis for the mid-term discussion between BACE and Bandhab. At the end of the partnership intervention BACE will make a report for the whole intervention.
BACE will work out the accounts for the partnership intervention which will be audited by a registered or chartered accountant. These accounts must be forwarded to Bandhab at the latest 4 months after the closing of the intervention.
Bandhab will be responsible towards CISU for that the partnership intervention is carried out according to this application. A working group of 4 persons has been pointed out, which on behalf of Bandhab will be responsible for the partnership intervention. The partnership activities will be monitored closely by keeping regular mail-contact with BACE as well as one from the working group will visit the project after 6 months to monitor the project activities and to hold discussions with BACE.

Bandhab will have a close cooperation with BACE and the PD through mail contact as well as participate in the commencing and final evaluation seminar and a mid-term meeting. The working group members all have a personal experience from being involved in development projects in Bangladesh. The working group will give detailed comments to the forwarded progress and financial reports.

Coming from a Danish background with vast experience on organisational work and democratic practices, both professional and voluntary, the working group will raise issues, and get answers and feed back resulting in deeper reflections on important areas of work, especially on the qualitative results of the selected activities. Bandhab will also ensure that new initiatives within development work will be discussed with BACE and the staff during the opening workshop and mid-term meeting.

2 persons from the Bandhab working group will be participating in the workshops to be held in the beginning and end of the partnership intervention, and 1 person will participate in the mid-term workshop. The members responsible for the partnership intervention on behalf of Bandhab are:

**Anja Nielsen,** Master of Social Science in International Development Studies and EU studies. Currently employed as Project Manager in Aktion Børnehjælp (Action Child Aid), and are/has been active as volunteer in Aktion Børnehjælp, The Danish United Nations Association and Danmission Youth. Anja has been Short Term Advisor in the Gono Kendra project twice, and has been a member of the Board of Bandhab since April 2012. In connection with writing her master thesis; “How to improve maternal health for marginalised women in Bangladesh” she spent two month in a Bangladeshi village. She has therefore a vast knowledge about life in Bangladesh in a rural setting.

**Gunhild Skovmand,** former employed for 15 years as the project Coordinator of FFD responsible for the implementation of development projects in Nigeria, India and Bangladesh. She has been involved in development projects in Bangladesh since 1988, especially the Gonobidyalaya Project, and has a vast knowledge about the country and the life condition of the poor. Gunhild has also a vast experience from working as board members in different organisations in Denmark, among others member of the board of CISU (former Projektrådgivningen) 2002 - 2008, being chairperson the last 4 years. Gunhild is the cashier of Bandhab.

**Troels Busk-Hoff,** Cand. Scient. Pol. Senior consultant in Danske Regioner. During his studies, he spent 6 month as a trainee at the Danish Embassuy in Bangladesh with working area decentralisation in Bangladesh. Troels has been Short Term Advisor in the Gonobidyalaya Project twice. Troels has good knowledge about the political and economic situation in Bangladesh. Troels has been a member of the board of Bandhab 2006 – 2010 and again from 2013 – today.

**Afif Hossain,** Master of Science in Business Administration and Economics, Management, from Karlstad Business School. Afif is now studying for a Master in Social Entrepreneurship and Management at Roskilde University. Afif is Bangladeshi, but has lived in Denmark since 2012 and is very dedicated towards being involved in development work in his own country

D.2 Systematisation of experiences – during and after implementation
The experiences gained during the partnership intervention will be documented in the quarterly progress reports and a final report.

A training manual for right based advocacy will be worked out, and be published in a simple language easy to be understood by the members of the CBOs, and other projects of BACE. The experiences will also be shared with the established NGO Network in the 2 project areas.
Bandhab will commit itself to make a follow up visit to Bangladesh 1 year after the closure of the partnership intervention to assess the outcome of the partnership intervention. BACE will commit itself to make a report of the results achieved during that period mentioning both the qualitative and quantitative results. Most Significant Change method will be used for assessing the qualitative change during and after the partnership intervention period with stories describing the results and impact.

E. INFORMATION WORK

E.1 Has information work in Denmark been planned in connection with the partnership intervention? Bandhab is planning to arrange one or two event(s) per year. In 2015/2016 Bandhab is specifically planning an event, possibly in Sorø (or a town of similar size). The content of the event will be a mix of information about Bandhabs work and presentation of Bangladeshi culture (dancing, music and food tasting). The event will be arranged in corporation with Bangladeshis living in Denmark.

Objectives of the event:
   a) To give a Danish audience a brief taste of Bangladeshi culture
   b) To raise awareness of conditions in Bangladesh
   c) To raise awareness about Bandhabs work in Bangladesh

The subject of the information work will be: 1) Bangladeshi culture; 2) Conditions in Bangladesh; and 3) Bandhab's work in Bangladesh

The primary target group will be ordinary Danish citizens.

The reason why Sorø is selected as the city where the events is held is that the news value of an event about Bangladesh is relatively high for the local media. Furthermore, one of Bandhabs board members is living in Sorø, which is believed to increase the chance that the local media will be interested in writing about the event.

Local media is therefore a central channel for conveying publicity about the event. Furthermore, the local library is likely to be helpful in announcing the event or even hosting some of the activities related to the event. It is also possible that Sorø Academy can be helpful. Focusing on local media and the local library corresponds nicely with focussing on ordinary citizens as the primary target group. The event will also be announced through Bandhabs own media; website, newsletter and Facebook-site.

The board members will be the primary responsible for preparing the information work. In relation to the primary objectives. It is expected that:
   a) the local newspaper will bring one or two articles about the event. This will increase local awareness about the event and Bandhabs work.
   b) On the day of the event it is expected to attract an audience of at least 250 people for the various activities related to the event.
   c) If Sorø Academy is engaged in the event, it is possibly to reach out the 500 students at the Academy.
3. Budget summary

A detailed budget with budget notes must be submitted in Annex C ‘Budget scheme’ and enclosed the application. NOTICE: Remember to open all tabs in order to fill in each of the relevant five spreadsheets.

See also ‘Guide to budget preparation’ at www.cisu.dk.

Below please fill in a summary of the main budget items as follows:
Fill sheet 1-4 in Annex C ‘Budget scheme’ - the budget summary will then automatically appear on sheet 5. This should be copied from Annex C and pasted below.

<table>
<thead>
<tr>
<th>Budget summary</th>
<th>Currency</th>
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<tbody>
<tr>
<td>Indicate the total cost (i.e. including contributions from the Civil Society Fund as well as other sources)</td>
<td>453.996 DKK</td>
</tr>
<tr>
<td>Of this, the Civil Society Fund is to contribute</td>
<td>453.996 DKK</td>
</tr>
<tr>
<td>Of this, indicate the amount to be contributed by other sources of finance, including self-funding by the Danish organisation or its local partner, if any</td>
<td>0 DKK</td>
</tr>
<tr>
<td>Indicate total cost in local currency</td>
<td>298.600 DKK</td>
</tr>
<tr>
<td>Indicate exchange rate applied: 1 Tk =</td>
<td>0.09 DKK</td>
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</tbody>
</table>

Main budget items:

<table>
<thead>
<tr>
<th>Financing plan</th>
<th>Full amount</th>
<th>Of this, from the Civil Society Fund</th>
<th>Of this, other financial sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Activities</td>
<td>249.505</td>
<td>249.505</td>
<td></td>
</tr>
<tr>
<td>2. Investments</td>
<td>9.000</td>
<td>9.000</td>
<td></td>
</tr>
<tr>
<td>3. Expatriate staff</td>
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<td></td>
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<tr>
<td>4. Local staff</td>
<td>71.955</td>
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<tr>
<td>5. Local administration</td>
<td>38.700</td>
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<tr>
<td>6. Monitoring of the intervention</td>
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<td>7. External evaluation</td>
<td></td>
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<tr>
<td>8. Information in Denmark (max 3% of 1-7)</td>
<td>9.000</td>
<td>9.000</td>
<td></td>
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<tr>
<td>9. Budget margin (min 6% and max 10% of 1-8)</td>
<td>37.816</td>
<td>37.816</td>
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<tr>
<td>10. Activity expenses in total (1-9)</td>
<td>415.976</td>
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<tr>
<td>11. Auditing in Denmark</td>
<td>8.320</td>
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<tr>
<td>12. Subtotal (10 + 11)</td>
<td>424.296</td>
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<tr>
<td>13. Administration in Denmark (max 7% of 12)</td>
<td>29.701</td>
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<tr>
<td>14. Total</td>
<td>453.996</td>
<td>453.996</td>
<td></td>
</tr>
</tbody>
</table>
4. ANNEXES

OBLIGATORY ANNEXES
The following annexes must be submitted both in print by post and electronically by email:

A. Basic information about the Danish applicant organisation (filled in and signed by the Danish organisation)
B. Factsheet about the local organisation (filled in and signed by the local partner. It can be submitted in a copied/scanned version)
C. Budget format

The following annexes about the Danish organisation must be submitted in print by post:

D. The organisation’s statutes
E. The latest annual report
F. The latest audited annual accounts (signed by the auditor and the management/board of the organisation)

NOTE: If the Danish organization estimates that the expected annual consumption in the Civil Society Fund exceeds 5 million DKK, the application must be accompanied by a summary of the expected future consumption for the coming three-year period.

SUPPLEMENTARY ANNEXES (max 30 pages):

<table>
<thead>
<tr>
<th>Annex no.</th>
<th>Annex title</th>
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Notice: All annexes should be submitted in print in three copies (no magazines, books, newspaper cuttings or ring binders, but copies of relevant excerpts thereof).