Bank-Netherlands Partnership Program CY05
Global and Regional Initiatives

Capacity-building: Full Proposal

Submit to bjuntunen@worldbank.org, with cc to rencarnacion@worldbank.org, and Manager of the designated TTL by e-mail c.o.b. September 13, 2004. There will be no extensions.

<table>
<thead>
<tr>
<th>Name of Activity:</th>
<th>Enhancing Capacities for Integrated Local Development: Gender and Good Governance in Public-Private-Community Partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Team Leader:</td>
<td>Veronica Nyhan Jones</td>
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<tr>
<td>Division:</td>
<td>WBIEN</td>
</tr>
<tr>
<td>Extension:</td>
<td>37940</td>
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<tr>
<td>E-mail:</td>
<td><a href="mailto:vnyhan@worldbank.org">vnyhan@worldbank.org</a></td>
</tr>
</tbody>
</table>

1. Program-related Information (Max. half a page)

a. Expected Outcome:

This proposal responds to demand from the Bank’s regional and network units (SDV, PREM, HD) to improve public-private linkages at community level for the delivery of basic services. The need to build capacity within communities, local authorities and the private sector for improved service delivery was expressed during an international conference attended by over 450 Bank staff and clients in June 20041. Specifically, this capacity building program explores three areas: 1) the role of business and traditional authorities in Community Driven Development-type lending operations, 2) the capacity within communities to better harness that private sector and traditional potential, and 3) the role of women in supporting collaboration and accountability in service delivery. At the end of two years, the program will yield three partnerships tied to Bank CDD operations that exemplify:

a) an increase in the private sector’s role in the development of poor communities;  
b) improved accountability to poor communities by private and public service providers;  
c) the leveraging of on-going World Bank investment in community-based initiatives through enhanced capacities for the public and private sectors to work together and build upon existing community assets; and  
d) a better integration of women and traditional leadership into the process of local development.

The above outcomes will be achieved through undertaking the following activities:

- stocktaking in three regions of integrated local development strategies highlighting private sector roles and traditional authorities (including gender roles—specifically how women use cultural/social norms to support collaboration and/or exact accountability across public, private and community stakeholder groups);
- curriculum development based on lessons learned from the stocktaking and delivery of a cross-regional training of trainer (TOT) course to establish cohorts of champions across sectors in each country;
- regional knowledge hubs and information clearinghouses (1 per region) to support partnerships that link with existing learning activities and Bank lending operations;
- South-South virtual exchanges; and
- independent evaluation of the learning program to inform future activities.

b. Target Audience in general (give reasons for selection):

The audience will be trainers, service delivery managers (private and public), community leaders (traditional, women, youth), local and central government and donor project staff who can facilitate the process of developing partnerships at community level. Media representatives and academics who can help shed light on effective and ineffective examples of public-private partnerships will also be targeted.

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1 The Local Development Conference, Washington, D.C. June 16-18, 2004, introduced a new conceptual framework that integrates communities, government and the private sector into a cross-sectoral approach to local development. The term cross-sectoral as used in this proposal refers to such public-private-community integration.
2. **Strategic Alignment** (Max. one page)

a. How will this program enhance the value of specific Bank projects?

The relationships between communities, private sector and government must be strengthened if service provision (access, quality and quantity) is to improve and the Millennium Development Goals are to be achieved. But operational task managers need assistance to better incorporate the “short route to accountability” between local clients and private service providers. Drawing on advances made in the social accountability work of the Bank, this proposal will link the following WB CDD and Private Sector Development lending operations to capacity building efforts for strong community-public-private sector linkages at the local level including both technical assistance and awareness building:

- Ghana: Promoting Partnerships and Traditional Authorities (LIL); Education Sector Project; Health Sector Project 2; Community Water and Sanitation 2; Community-based Poverty Alleviation Project
- Nigeria: FADAMA II; Local Empowerment & Environmental Management Project, NEEDS (Nigeria National Economic Empowerment and Development Strategy)
- Tanzania: Social Action Fund, Participatory Agriculture Development and Empowerment Project
- Bosnia: Community Development Project
- Serbia: Decade of Roma Inclusion (Roma-targeted MDGs), Roma Education Fund
- India: Karnataka Watershed Development Project
- Sri Lanka: Community Development and Livelihood Improvement “Gemi Diriya” Project

Based on a review of effective local practices, operational teams--side-by-side with community, private sector, traditional authorities and government counterparts--will learn when private sector engagement yields the highest service returns and what incentives and techniques to employ for such engagement. The costs and benefits of mainstreaming gender roles into private local development approaches will also be addressed. This program can potentially add value to other operations such as extractive industries projects that need to fulfill the recommendations of the recent Industry review, i.e., that industries give greater weight to community concerns.

b. How does it link to the PRSPs of the countries involved?

All of the countries designated in the proposal emphasize the role of local development, or “bottom-up” approaches to implementing poverty programs in the PRSPs. They also strongly encourage local investment and wealth creation that is better distributed to the poor. This program provides a local development framework for integrating these bottom-up measures with top-down, central government initiatives and for building the capacity of the private sector, local government, traditional leaders and communities to play a more active role at the local level. The network of local trainers will be useful in ongoing participatory processes related to PRSPs and could help bring private sector and traditional leaders into discussions with, and build awareness among, policymakers.

c. How does the program differ from the regular work of the Bank?

- From the outset, this program acknowledges that the Bank is not the “expert” and has a lot to learn from local practitioners and institutions. This program begins with a fresh integrated approach to local development and then delves more deeply into an unknown arena for the Bank--the potential for cross-sectoral partnerships that could appeal to the private sector even when applied at the very local level.
- Exploring the role of women and traditional authorities as catalysts for both partnership and accountability across stakeholder groups is an innovation that could yield important lessons relevant for other areas of CDD.
- Building on the innovative Capacity Enhancement Needs Assessment approach will help to ensure that training and skill building are demand driven and relevant for country operations.
- Preparing and marketing a cadre of local trainers and institutions to independently seek out new income generating activities for a wide range of potential clients including the private sector is an exciting ripple effect of the program.
- Virtual south-south exchanges (twinning cross-sectoral partnerships across countries) will provide valuable experiential learning and info-sharing following the lessons from Shanghai.

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3. **Program Components** (Max. half a page per component)

<table>
<thead>
<tr>
<th>Component</th>
<th>Stocktaking of Public-Private-Community Partnerships in Service Delivery: Highlighting the Roles of Women and Traditional Authorities (1st year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cost (US$):</td>
<td>$68,450</td>
</tr>
</tbody>
</table>

**Expected Outcomes:**
- 14 case studies (2 per country) on successful private sector-public sector-community partnerships for social and public accountability and integrated local development strategies. Case studies highlighting the role of women within communities engaged in such partnerships will be prioritized.
- On-going communities of practice and exchange between Africa (Ghana, Nigeria and Tanzania) Eastern Europe (Bosnia-Herzegovina and Serbia & Montenegro) and Asia (Sri Lanka and India)
- International video highlighting key findings from the stocktaking plus dissemination/learning activities using videoconferences, e-dialogues, and face-to-face events for horizontal exchange.

**Description:**
Primary research plus literature review will allow identification of different combinations of approaches to local development that involve the private sector, specifically in health and education. The program will investigate and promote the role women play within communities to build and sustain public-private partnerships critical for effective service delivery.³ For example in India, the Mahila Milan NGO assists collectives of slum-dwelling women—already involved in managing community strategies of basic amenities—to gain recognition for this role in their settlements; develop skills to build consensus around community priorities; expand assets owned by communities; and voice demands to public and private providers. In parts of Nigeria, women have been known to strip naked in public places—creating extreme shame for male community members—to protest men’s violent/destructive behavior used to oppose private industries’ extractive practices.

**Target Audience:**
Private sector managers, CDD project staff, local training institutions, academics, community groups (including women and youth groups), local government decision-makers/elected officials, traditional authorities.

**Capacity Building and Knowledge Dissemination Tools used:**
Blended learning, interviews, case studies, community of practice including virtual south-south exchange, indigenous communication technology including: story telling, drama, plays, poetry recitals, music.

**Measurable Monitoring Indicators:**
- number of cross-sectoral partnerships with gender highlights identified per country
- number of case studies completed and reviewed by civil society, private sector and donor project staff
- number of local tri-sectoral partnership champions/actors identified as presenters/providers of tech. asst.
- number and quality of new learning objects posted into on-line Library of Learning Objects
- number of face-to-face and videoconferencing events to exchange info throughout process across countries.

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³ To fulfill expected roles in society, women are often socialized to possess peacemaking/consensus-building skills as well as the ability to hold others accountable for their actions using social norms in creative ways. The hypothesis is that these characteristics can be exploited by women/community groups to bolster public and private sector cooperation in local development.
### Component 2: Country-based Knowledge Centers & Cross-sectoral Partnership Development (1st year)

| Total Cost (US$) | $83,750 |

**Expected Outcomes:**
The main outcome of this component will be an expansion of local technical expertise and access to information for implementing public-private partnerships at the community level. Contributing outputs include:
- Module development for skills building on private-community-public partnerships and for adaptation/integration into Bank projects. Key materials will be translated into local languages.
- Web-based clearinghouse for all curricula (Virtual Learning Environment and on-line Library of Learning).
- Three region-based knowledge centers staffed in selected existing local institutions to offer small scale learning activities, technical assistance and easy access to online resources for broad constituency.
- Technical support for three cross-sectoral partnerships (1 per region) linked to CDD operations in response to project staff demand.

**Description:**
Interactive curricula will be developed largely based on the cross-regional stocktaking. These generic modules /case studies will be adapted for local learning events to be designed and delivered by local partner institutions through the knowledge centers. The knowledge centers will provide both physical and virtual space at the regional level to access information, share experiences, discuss good practices and receive technical assistance from the local trainers on staff as well as from experts abroad via DL. As a test, each knowledge center will be staffed with one experienced trainer/consultant who receives a five day cross-regional training described in Component 3. This person will work part-time in the center for 20 days over a three month period, followed by an assessment. With virtual support from the cross-country community of trainers, as well as some private sector mentors to be identified by Bank staff, the knowledge center staff will assist in establishing one cross-sectoral partnership in each region. This partnership will apply the approaches learned to a concrete community as part of an on-going Bank CDD project.

**Target Audience:**
Policymakers, private sector managers, CDD project staff, civil society including grassroots community leaders, media, academics.

**Capacity Building and Knowledge Dissemination Tools used:**
Blended learning with heavy emphasis on distance/web-based clearinghouse, community of practice, case studies, workshops, media, radio broadcasting, indigenous communication technology including: story telling, drama, plays, poetry recitals, music, drumming and dancing, proverbs and folklores, print media, festivals, market-day forums, church and faith-based pulpits, sporting events.

**Measurable Monitoring Indicators:**
- Number of people who visit each knowledge center within 3 month trial period
- Quality of services provided by knowledge center staff based on survey of clients
- Number of learning objects entered into, as well as requested from, the online Library of Learning Objects
- Depth and scale of cross-sectoral service-delivery partnerships developed/influenced
Component 3: Cross-regional Training of Trainers Workshop & Awareness Building (2nd year)

Total Cost (US$): $117,800

Expected Outcomes:
The main outcome of this component will be local ownership and adaptation of technical expertise plus the potential for income generation for local trainers in processes for implementing public-private partnerships at the community level. Contributing outputs include:

- cross-country community of 30 trainers/practitioners specializing in CDD and private sector engagement
- country-level action plans for follow-up dissemination activities
- virtual cross-country exchange program pairing countries and challenging the local trainer teams to design creative virtual tours of seven best out of the 14 case studies.

Description:
CESI has in place an extensive network of trainers drawn from local training institutions in several focus countries. Working with the WBI team on Corporate Social Responsibility and Private Sector Development, and local training institutions, CESI will design and deliver a five-day training of trainers (TOT) workshop across regions supported by distance learning. This workshop will bring together a core of approximately 30 trainers/facilitators (who may have participated in previous CDD DL/face-to-face events) to learn new local development approaches and apply existing skills--such as community scorecards for accountability--to private sector entities. The workshop design will be based on the 14 partnership case studies and may highlighting skills such as: asset-based community development; participatory strategic planning; performance monitoring; and the use of strategic communication strategies. The workshop format will be highly interactive (e.g., local trainers will develop and present creative virtual tours of their country’s best partnership case study using photos, media clips, audio interviews, and video as appropriate). A report summarizing key findings will be distilled from the workshop.

Target Audience:
Local trainers/facilitators who are skilled in participatory methods but may not have worked with the private sector or with government before. They will be selected based on input from Bank project staff, local partner institutions and the quality of participant applications that will inquire about plans for dissemination of workshop findings.

Capacity Building and Knowledge Dissemination Tools used:
Blended learning, VLE/Library of Learning, community of practice, case studies, workshops, virtual exchanges, radio broadcasting, indigenous communication technology including: story telling, drama, plays, poetry recitals, music, drumming and dancing, proverbs and folklores, print media, festivals, market-day forums, church and faith-based pulpits, sporting events.

Measurable Monitoring Indicators:
- level 1 evaluation indicating trainees perception of training quality/relevance
- quality of report summarizing key findings across countries
- subsequent demand for trained trainers’ services by diverse clients
Component 4:  Quantitative and Qualitative Evaluation of Learning Program (2nd year)

Total Cost (US$):  $30,000

Expected Outcomes:
An independent evaluation of products and impact will help determine if the program should be pursued further and/or changed in specific ways. For example, based on the outcome of this evaluation, resources may be sought to continue partnerships with the most effective local knowledge centers and/or develop an on-line course for broader dissemination. This evaluation can also be a helpful tool for our partner institutions and local facilitators/trainers in future attempts to turn this experience into more income-generating activities.

Description:
Given that this learning program centers around increasing accountability in service delivery, it is essential that we hold ourselves accountable for the quality of the services provided through this program. Therefore, in addition to conducting the usual quantitative/qualitative level 1 evaluations within each program component, 10% of the overall program budget has been allocated to an in-depth independent evaluation. This evaluation may include a follow up survey with diverse clients as well as interviews with local trainers to elucidate how their lives have been impacted.

Target Audience:
Program managers, donor staff, program participants, local trainers and facilitators.

Capacity Building and Knowledge Dissemination Tools used:
Evaluation, interviews, survey, interviews, results will be distributed and made available on the website.

Measurable Monitoring Indicators:
Some of the indicators that the evaluation may include are:

➢ Quality of learning modules as perceived by a variety of experts and potential users
➢ Number of workshops and capacity development activities to promote partnership in three target countries.
➢ Number/extent of institutionalized relationships with local institutions to promote public-private-community partnerships.
➢ Incorporation of learning materials into additional Bank projects.
4. **Partnership** (Max. half a page)

Describe the role of:

**a. the Regional/Sector Board partners named in the Proposal Outline**

All Board members listed will assist with the selection of local consultants and identification of potential case studies. All will give conceptual inputs into the design of the stocktaking exercise (such as the TOR for hiring of local consultants) and the development of the knowledge centers (such as the MOU and the selection of partner institutions). In addition, Board partners will assist in designing a dissemination strategy within the Bank to integrate program findings and resources (including local trainers and knowledge centers) into operations. As appropriate, they will also help to connect trained local trainers with future clients across sectors. For example:

- AFR-SD will incorporate findings and trained trainers into their work on social accountability and deepening impact of the CDD Learning Program tied to PRSP implementation.
- ECA-SD and HD will use the knowledge centers to disseminate information on the CDD Strategy for ECA, the Youth, Development and Peace network, and the Decade for Roma Inclusion.
- SAR-PREM plans to use the findings and practitioners to support regional work on citizen report cards.

**b. capacity building institutions in the countries involved**

In each country, one or more local institutions will be engaged in the research, design and delivery of the learning program/activities. Examples include:

- Ghana: Centre for Social Policy Studies, University of Ghana.
- Nigeria: FADAMA II Training Initiative, Local Empowerment & Environmental Management Project
- Tanzania: Tanzania Social Action Fund, World Vision, Tanzania Distance Learning Center
- Bosnia-Herzegovina: Foundation for Sustainable Development, Employment and Training Foundation
- Serbia & Montenegro: Soros Foundation, British Council Knowledge Learning Center
- India: Public Affairs Centre in Bangalore, Society for Promotion of Area Resource Centres (SPARC)
- Sri Lanka: Center for Policy Alternatives

**c. What is the involvement of other donor partners?**

Other donors will be engaged on a country-by-country basis. For example, in Serbia all of our capacity enhancement efforts are done in conjunction with the Soros Foundation. In addition, the British Council will support the program through use of their advanced Knowledge Learning Center in Belgrade, including some services offered in-kind.

**d. What other partnerships are expected to arise as a result of this program?**

The goal is to fertilize several cross-sectoral partnerships at the local level that will endure beyond this program including local business actors, community leaders (representing diverse groups), government officials, and local donor staff. In addition, partnerships will be developed through the virtual cross-country exchange program providing members of the community of practice with additional support, information and technical assistance. CESI will work closely with the Private Sector Development unit within WBI and the IFC and will leverage the Bank’s comparative advantage as convener by approaching private sector companies to get involved as mentors/providers of technical assistance and awareness builders for the specific pilot partnerships. Existing relationships with public-private partnership experts (such as Kenan and Aspen Institutes) will be fortified.
5. **Sustainability**

Identify a minimum of 2 specific steps that have been incorporated into the program to ensure sustainability beyond the timeframe of the program.

- Embedding local trainers/facilitators into the design and implementation of this program ensures local ownership of capacity which can be used in future public and private ventures without the Bank.
- Partnerships with local institutions provide them with support and credibility to build regional knowledge centers that can provide low-cost technical assistance to both for profit and not-for-profit clients continuously bolstered by the virtual information and exchange network supported by Bank infrastructure.
- During the TOT, trainers will spend time designing country-level action plans for follow-up dissemination activities including plans for the sustainability of knowledge centers.
- VLE and Library of Learning Objects allow local actors from across regions to post information as well as use the platforms for decentralized course development and delivery.
- Pilot partnerships attached to Bank projects provide incubation space for building trust and collaboration across the various actors engaged in service delivery. Ideally some of the social infrastructure of the partnerships will endure well beyond specific Bank projects.

6. **Gender**

Explain how Gender Issues will be mainstreamed in the program.

Similar to the many peacemaking programs now targeting women around the world, this program begins with stocktaking of cross-sectoral partnerships focused specifically on the pivotal roles of women in bolstering win-win relationships and holding both public and private actors accountable when service commitments are not fulfilled. With this research base of real cases from across countries, the role of women will remain a central theme throughout the curriculum design, development of knowledge centers, and delivery of workshops/dissemination activities. Both female and male local facilitators will be trained in gender awareness and included as partners in the dissemination process and will hopefully build up a skill and client base so as to turn this experience into future income generating activities for themselves and their local institutions.

7. **Evaluation**

What provisions have been made for evaluating the program?

Please see component 5 above.

TOTAL = $300,000 over 2 years
Gender and Good Governance in Public-Private-Community Partnerships, Veronica Nyhan Jones, WBIEN

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Details</th>
<th>Unit Rate (US$/week)</th>
<th>Person-Weeks</th>
<th>Estimated Costs (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant Fees</td>
<td>International (1 consultant at $400/day for 15 days)</td>
<td>2,000</td>
<td>3</td>
<td>6000</td>
</tr>
<tr>
<td></td>
<td>Local (7 consultants, 1/country, to be indentified by local partner institutions to research and write case studies at $300/day for 15 days each)</td>
<td>10500</td>
<td>3</td>
<td>31500</td>
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<td>Total Travel (unit = no. of round trips)</td>
<td>7 in-country trips for local consultants to each visit 1 case study site.</td>
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<td>7</td>
<td>3500</td>
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<td>Total Subsistence</td>
<td>For 7 trips listed above.</td>
<td>200</td>
<td>7</td>
<td>1400</td>
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<tr>
<td>Other costs (please identify)</td>
<td>2 videoconferences bringing together cross-regional research team to discuss methods, share experiences/findings. Produce 30 min video with local clips of most compelling findings from various case studies for easy-dissemination of key messages across various audiences and countries. Dub video into at least 7 relevant languages to be viewed at community level. Develop workbook of interactive exercises to accompany videoscreening events drawing from various cultures and contexts.</td>
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<td>2</td>
<td>6050</td>
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**Sub-Total Component 1** | | | **68450** |
## Bank-Netherlands Partnership Program CY05
### Global and Regional Initiatives

#### Component 2: Country-based Knowledge Centers & Cross-sectoral Partnership Development (1st year)

<table>
<thead>
<tr>
<th>Consultant Fees</th>
<th>Description</th>
<th>Amount</th>
<th>Duration</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>International (1 consultant for 20 days at $400/day to develop global curriculum based on stocktaking and support local trainers virtually)</td>
<td>2000</td>
<td>4</td>
<td>8000</td>
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<tr>
<td>International (1 consultant for 10 days at $300/day to set up VLE and on-line library/clearinghouse and provide tech asst to local knowledge centers on how to maintain online)</td>
<td>1500</td>
<td>3</td>
<td>4500</td>
<td></td>
</tr>
<tr>
<td>Local (3 consultants at $300/day identified by local institutions to staff knowledge centers part time--20 days each over 3 months)</td>
<td>4500</td>
<td>4</td>
<td>18000</td>
<td></td>
</tr>
<tr>
<td>Local (3 consultants, same as above, 1/country at $300/day to support 3 (1 each) cross-sectoral partnerships linked to specific Bank CDD operation, 20 days each over 3 months)</td>
<td>4500</td>
<td>4</td>
<td>18000</td>
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<th>Description</th>
<th>Amount</th>
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<tr>
<td>Within country transport for local trainers to visit 3 specific CDD operations 2-3 times</td>
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<td>3</td>
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<table>
<thead>
<tr>
<th>Other Costs</th>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Translation of curriculum into local languages</td>
<td>10,000</td>
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</tr>
<tr>
<td>Xeroxing of most essential materials to store hard copies in knowledge centers</td>
<td>3000</td>
<td></td>
</tr>
<tr>
<td>Development of radio and other orally-based case study dissemination materials</td>
<td>5000</td>
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<tr>
<td>Funds for each local knowledge center to host 2-3 trust/partnership building activities (linked to existing cultural or market-oriented events) to reach a wide array of local development actors</td>
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<tr>
<th>Sub-Total Component 2</th>
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## Component 3: Cross-regional Training of Trainers Workshop & Awareness Building (2nd year)

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<tr>
<th>Expense Category</th>
<th>Details</th>
<th>Unit Rate US$/week</th>
<th>Person-Weeks</th>
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<tr>
<td>Consultant Fees</td>
<td>Local (7 consultants to organize logistics and facilitate local gatherings for ToT workshop, $300/day x 15 days each)</td>
<td>10500</td>
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<td>31500</td>
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<td>Total Travel (unit = no. of round trips)</td>
<td>Within country travel for approx. 30 trainers (4-5/country) to attend the ToT F2F/DL workshop.</td>
<td>700</td>
<td>30</td>
<td>21000</td>
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<tr>
<td>Total Subsistence</td>
<td>Room and board for 30 trainers/participants x 6 days at $100/day in their capitol cities. Refreshments ($200/site/day) during 5 day workshop across 7 sites</td>
<td>600</td>
<td>30</td>
<td>18000</td>
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<tr>
<td>Other costs (please identify)</td>
<td>Half day VC connections across 7 countries for 5 days (estimate $4000/day across all sites) Xeroxing of materials for dissemination (approx $150/site) Funds for 7 local trainers/consultants to develop virtual tours of best country case study Funds for 7 local trainers/consultants to disseminate best country case studies using various oral and written media at different local events</td>
<td>4000</td>
<td>5</td>
<td>20000</td>
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<td></td>
<td></td>
<td>150</td>
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**Sub-Total Component 3** | | | **117800**
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<tbody>
<tr>
<td>Component 4: Quantitative and Qualitative Evaluation of Learning Program (2nd year)</td>
<td>International (1 evaluation specialist at $400 day to design and coordinate evaluation of overall learning program for 15 days.)</td>
<td>2000</td>
<td>3</td>
<td>6000</td>
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<tr>
<td>Consultant Fees</td>
<td>Local (7 consultants to respond to inquiries from evaluation specialist at 300/day x 8 days)</td>
<td>10500</td>
<td>1.7</td>
<td>17850</td>
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<tr>
<td>Other Costs</td>
<td>Minimal operating budget for local consultants to make phone calls, xerox docs, transport to meetings/interviews. Approx $250 each.</td>
<td>250</td>
<td>7</td>
<td>1750</td>
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<td>Translation of evaluation executive summary into local languages</td>
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<td>Disseminate executive summary of evaluation to participants/clients.</td>
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<td>Sub-Total Component 5</td>
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<td>2 YEAR TOTAL</td>
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Bank-Netherlands Partnership Program
Capacity-building CY04

TABLE 2: Estimated Disbursement Schedule

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CY05</td>
<td>152,200</td>
</tr>
<tr>
<td>CY06</td>
<td>147,800</td>
</tr>
<tr>
<td>CY07</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>300,000</td>
</tr>
</tbody>
</table>