



# HORIZONTAL LEARNING PROGRAM IN BANGLADESH

## The Program Framework

November 1, 2011 to October 31, 2015

Scaling Up of the Horizontal Learning Program to  
Ensure Services for All through the Replication of  
Good Practices





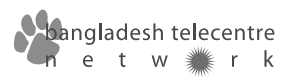


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*This report reflects the findings, comments, and contributions made by HLP partners who attended the 'Scaling-up of the HLP in Bangladesh' on July 23–24, 2011, in the Spectra Convention Center organized by the SDC and WSP.*

Special thanks: To the representatives of the Local Government Division, National Institute of Local Government of the Ministry of LGRD&C including NILG, PSU, and HYSAWA; SDC, WSP, UNDP/UNCDF, JICA, DASCOH, HELVETAS Swiss Intercooperation, WaterAid, VERC, VSO, DAM, Plan Bangladesh, NGO Forum, MMC, and other HLP partners for their contributions.

In particular, appreciation is due to the following people for their contribution and guidance in preparing and finalizing this HLP Scaling-up Framework: *Mr. Kabir M. Ashraf Alam, ndc, DG, NILG; Mr. M. Shafiqul Islam, JS, MoHA and former Focal Person, HLP; Mr. Akramul Haque, Director, Training, NILG and DS (GoB); Dr. Urs Herren, Mr. Joseph Guntern, Mr. Tommaso Tabet, Mr. Sohel Ibn Ali (SDC); Mr. Mark Ellery, Mr. Abdul Motaleb, Mr. Md. Akhtaruzzaman, Mr. Md. Aowlad Hossain, Ms. Mirva Tuulia Moilanen, Mr. Salim Hossain Bhuiyan, Mr. Shareful Hassan, Ms. Anjali Sen Gupta and Mr. Abu Ahmed Mansoor Kabir (WSP); and Mr. Hiroki Watanabe and Mr. Md. Bellal Hosen (JICA), Mr. Akramul Haque (DASCOH), Mr. Jens Engeli and Ms. Shahnaz Arefin (HELVETAS Swiss Intercooperation), Dr. Md. Khairul Islam (WaterAid), Mr. Shafiqul Islam (DAM), Mr. Joseph Halder (NGO Forum), Mr. Kazuyuki Kawahara (AAN), Mr. Tarek Mahamud (MMC), Mr. Yakub Hossain (VERC), and Mr. Md. Ferdous Alam Mukul (CECRC).*

*HLP Framework prepared by Mr. Shams Uddin Ahmed and Mr. Santanu Lahiri.*

*Photo credits: Agniva Chakraborty.*

## Acronyms and Abbreviations

AAN	Asia Arsenic Network
AI	Appreciative Inquiry
ANSA	Affiliated Network for Social Accountability
A2I	Access to Information
CECRC	Community Eye Care and Research Center
CFPR	Challenging the Frontiers of Poverty Reduction
BARD	Bangladesh Academy for Rural Development
BRDTI	Bangladesh Rural Development Training Institute
BRDB	Bangladesh Rural Development Board
BTN	Bangladesh Tele Centre Network
BUET	Bangladesh University of Engineering and Technology
CAS	Country Assistance Strategy
CBO	Community-Based Organization
CC	Climate Change
CHF	Swiss Francs
CLTS	Community-Led Total Sanitation
CmSS	Community Support System
CoP	Community of Practice
C2C	Child to Child
CSRA	Corporate Social Responsibility Alliance
CSR	Corporate Social Responsibility
CSC	Citizen Score Card
DAM	Dhaka Ahsania Mission
DANIDA	Danish International Development Agency
DASCOH	Development Association for Self-Reliance, Communication and Health
DCC	District Coordination Committee
DDLG	Deputy Director Local Government
DF	District Facilitator
DHS	Demographic and Health Survey
DPHE	Department of Public Health Engineering
DP	Developing Partner
GAT	Gandhi Ashram Trust
GoB	Government of Bangladesh
GNP	Gross National Product
Ha	Hectare
HLC	Horizontal Learning Center
HLP	Horizontal Learning Program
HYSAWA	Hygiene, Sanitation and Water Supply
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
IC	Intercooperation
IPAM	Implementation Plan for Arsenic Mitigation
JASUS	Joutho Artho Samajik Unnyan Sangstha
JICA	Japan International Cooperation Agency
JMP	Joint Monitoring Programme (UNICEF/WHO)

Km	Kilometer
LGA	Local Government Association
LGD	Local Government Division
LGED	Local Government Engineering Department
LGI	Local Government Institution
LGTI	Local Government Training Institution
LGSP	Local Governance Support Project
LGSU	Local Government Support Unit
MDG	Millennium Development Goal
MDTF	Multi-Donor Trust Fund
MICS	Multiple Indicator Cluster Survey 2009
MIS	Management Information System
MJF	Manusher Jonno Foundation
MJSKS	Mohideb Jubo Samaj Kallyan Somiti
MMC	Mass-Line Media Center
MoH&FW	Ministry of Health and Family Welfare
MoLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
NGO	Nongovernmental organization
NGO Forum	NGO Forum for Drinking Water Supply and Sanitation
NILG	National Institute of Local Government
NRDS	Noakhali Rural Development Society
ODA	Overseas Development Assistance
PRIP Trust	Private Rural Initiatives Program Trust
PSU	Policy Support Unit
RDA	Rural Development Academy
RDRS	Rangpur Dinajpur Rural Service
RTI	Right To Information
SAC	Social Accountability
SDC	Swiss Agency for Development and Cooperation
SFYP	Sixth Five Year Plan
SMS	Short Message Service
TMSS	Thengamara Mohila Sabuj Sangha
UDCCM	Union Development Coordination Committee Meeting
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UP	Union Parishad
UPGP	Union Parishad Governance Program
US\$	United States Dollar
VERC	Village Education Resource Center
VSO	Voluntary Service Overseas
WB	World Bank
WSP	Water and Sanitation Program
WSS	Water Supply and Sanitation
WT	Working Team

## Preface

The formulation of the Program Framework for the scaling up of the Horizontal Learning Program (HLP) is a timely initiative. The establishment of this framework occurs at an important juncture following the recent UP elections and in anticipation of the prospective launching of LGSP-II. The ability of peer learning to complement conventional capacity building has been captured in the National Basic Capacity Building Program under preparation by the National Institute of Local Government (NILG). In the future, I trust the replication of good practices by local governments will provide us with an avenue for policy reform.

The Horizontal Learning Program was originally launched by the Local Government Division (LGD) in November 2007 with support from WSP in collaboration with SDC, World Bank, JICA, WaterAid, Dhaka Ahsania Mission and Plan Bangladesh. It is encouraging to note that the program has already expanded from 66 UPs to 301 UPs in less than 4 years. In this time, these UPs have identified more than 60 good practices and replicated many of these practices in their own way, in their own context. The expansion from 6 partners to 29 partners offers an opportunity for these good practices to be made accessible to the 3,400 UPs in the 430 upazilas where these partner's programs are working.

Considering the importance of HLP, the Local Government Division in collaboration with WSP and SDC organized a two-day 'Consultation Workshop on the Scaling up of HLP' on July 23–24, 2011. The following framework has been developed on the basis of the recommendations of this workshop. The institutional arrangements in this framework suggest that the scaling up of the HLP will occur in three dimensions. The first being the decentralization of the support services from the Horizontal Learning Centre into seven districts in each of the seven divisions. The second being the expansion of the HLP approach to all upazilas in Bangladesh through the HLP partner network. The third being the deepening of HLP through greater flexibility of UP budgets for inter-union and intra-union peer learning processes.

The replication of good practices amongst UPs in Bangladesh is central to the strengthening of the accountability for services. The establishment of the Horizontal Learning Centre at NILG is necessary to sustain this process. Incorporating these good practices in our training programs and local government proponents as trainers is essential to institutionalize this process.

Finally, I would like to extend my sincere appreciation to the representatives of the Local Government Division primarily the Water Supply Section and Policy Support Unit, the National Institute of Local Government, the Bangladesh Rural Development Board (BRDB) of the Ministry of LGRD & Cooperatives, WSP, SDC, JICA, DASCOH, HELVETAS Swiss Intercooperation, WaterAid, VERC, VSO, Dhaka Ahsania Mission, Plan Bangladesh, NGO Forum, MMC and other HLP partners for their contribution to extend the HLP.



Abu Alam Md. Shahid Khan  
Secretary, Local Government Division  
Ministry of LGRD & Cooperatives  
Government of the People's Republic of Bangladesh



গণপ্রজাতন্ত্রী বাংলাদেশ সরকার  
স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়  
স্থানীয় সরকার বিভাগ  
বাংলাদেশ সচিবালয়, ঢাকা-১০০০

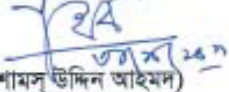
স্মারক নং-৪৬.০৮৫.০১৮.০৫.০০.০২২.২০১১/-৫০০(৬০)

তারিখঃ-৩১/১০/২০১১।

**বিষয়: পারম্পরিক শিখন কর্মসূচি সম্প্রসারণ (Scaling up of Horizontal Learning Program)**

উপর্যুক্ত বিষয়ে জানানো যাচ্ছে যে, পানি সরবরাহ ও স্যানিটেশন কার্যক্রমে স্থানীয় সরকার প্রতিষ্ঠানের সক্ষমতা বৃদ্ধি এবং দায়বদ্ধতা নিশ্চিত করণের লক্ষ্যে স্থানীয় সরকার বিভাগের নেতৃত্বে এবং বিশ্ব ব্যাংকের ওয়াটার এন্ড স্যানিটেশন প্রোগ্রাম (ডব্লিউএসপি) সহ অন্যান্য উন্নয়ন সহযোগী সংস্থার সহযোগিতায় বাস্তবায়িত পারম্পরিক শিখন কর্মসূচি আনুষ্ঠানিকভাবে শুরু হয়েছিল ২০০৭ সালের নভেম্বর মাসে। প্রাথমিক পর্যায়ে কর্মসূচিটি ৫টি উপজেলার ৬৬টি ইউনিয়ন পরিষদে ৫টি সহযোগী সংস্থার সহযোগিতায় আরম্ভ হলেও কার্যক্রমের সফলতার প্রেক্ষিতে বর্তমানে ৩১টি উপজেলার (খানসামা, চিরিবন্দর, ফুলবাড়ি, রাজারহাট, কুড়িগ্রাম সদর, মিঠাপুকুর, চাঁপাইনবাবগঞ্জ সদর, মান্দা, দুর্গাপুর, তাড়াশ, মেহেরপুর সদর, মাগুরা সদর, চৌগাছা, কিকরগাছা, শ্যামনগর, দেবহাটা, কালিহাতি, করিমগঞ্জ, মোহনগঞ্জ, পলাশ, শ্রীপুর, জামালপুর সদর, কমলগঞ্জ, দেবিঘার, তিতাস, নোয়াখালী সদর, সোনাইমুড়ি, রাঙ্গামাটি সদর, বরগুনা সদর, বাবুগঞ্জ ও চর ফ্যাশন) ৩০১টি ইউনিয়নে বিস্তার লাভ করেছে যার সাথে সম্পৃক্ত আছে ৩০টি সংস্থা (স্থানীয় সরকার বিভাগ, এনআইএলজি, বিআরডিবি, ডব্লিউএসপি, এসডিসি, জাইকা, অস্ট্রেলিয়ান এইড, ওয়াটার এইড, প্ল্যান বাংলাদেশ, ডিএসও, ইন্টারকোঅপারেশন, এনজিও ফোরাম, ঢাকা আহ্বানিরা মিশন, ডাসকো, ভার্ক, সুশীলন, আরডিআরএস বাংলাদেশ, জাসস, এমজেএসকেএস, এশিয়া আর্সেনিক নেটওয়ার্ক, টিএমএসএস, বাংলাদেশ টেলিসেন্টার নেটওয়ার্ক, এনআরডিএস, গাফী আশ্রম ট্রাস্ট, গ্রিপ ট্রাস্ট, মানুষের জন্য ফাউন্ডেশন, গ্রীন হিল, সিইসিআরডি, এমএমসি ও বিশ্ব ব্যাংক)। পরবর্তীতে এ কর্মসূচিকে আরও অনেক ইউনিয়ন ও উপজেলার সম্প্রসারণের সুযোগ রয়েছে, যা ক্রমান্বয়ে দেশের সকল স্থানীয় সরকার প্রতিষ্ঠানে বিস্তার লাভ করতে পারে।

পারম্পরিক শিখন কর্মসূচির সকল সহযোগী সংস্থার সমন্বয়ে পারম্পরিক শিখন সম্প্রসারণ কর্মশালা *Scaling up of Horizontal Learning Program* গত ২৩-২৪ জুলাই, ২০১১ তারিখে ঢাকায় অনুষ্ঠিত হয়। উক্ত কর্মশালায় সকল সহযোগী সংস্থার সম্মতির ভিত্তিতে একটি খসড়া *Horizontal Learning Program in Bangladesh-The Program Framework* প্রণয়ন করা হয়। পরবর্তীতে সংশ্লিষ্ট সকলের মতামত/পরামর্শের ভিত্তিতে সংশোধিত Frameworkটি গত ২০ অক্টোবর, ২০১১ তারিখে অনুষ্ঠিত পারম্পরিক শিখন কর্মসূচীর Working Team এর সভায় সর্বসম্মতিক্রমে অনুমোদিত হয়। উক্ত Framework এর ভিত্তিতে পারম্পরিক শিখন কার্যক্রম সম্প্রসারণের লক্ষ্যে সার্বিক সহযোগিতা প্রদানের জন্য সংশ্লিষ্ট সকল ইউনিয়ন পরিষদ, উপজেলা পরিষদ ও সহযোগী সংস্থাকে অনুরোধ করা হলো।

  
(শামস উদ্দিন আহমদ)  
উপ-সচিব (পাস) এবং  
ফোকাল পার্সন-এইচএলপি  
ফোন: ৯৫১ ২২৮০.

**বিতরণ:**

উপজেলা নির্বাহী অফিসার, খানসামা/চিরিবন্দর/ফুলবাড়ি/রাজারহাট/কুড়িগ্রাম সদর/মিঠাপুকুর/চাঁপাইনবাবগঞ্জ সদর/মান্দা/দুর্গাপুর/তাড়াশ/মেহেরপুর সদর/মাগুরা সদর/চৌগাছা/কিকরগাছা/শ্যামনগর/দেবহাটা/কালিহাতি/করিমগঞ্জ/মোহনগঞ্জ/পলাশ/শ্রীপুর/জামালপুর সদর/কমলগঞ্জ/দেবিঘার/তিতাস/নোয়াখালী সদর/সোনাইমুড়ি/রাঙ্গামাটি সদর/বরগুনা/বাবুগঞ্জ/চর ফ্যাশন।

পারম্পরিক শিখন সহযোগী সংস্থা, এনআইএলজি/বিআরডিবি/ডব্লিউএসপি/এসডিসি/জাইকা/অস্ট্রেলিয়ান এইড/ওয়াটার এইড/প্ল্যান বাংলাদেশ/ডিএসও/ইন্টারকোঅপারেশন/এনজিও ফোরাম/ঢাকা আহ্বানিরা মিশন/ডাসকো/ভার্ক/সুশীলন/আরডিআরএস বাংলাদেশ/জাসস/এমজেএসকেএস/এশিয়া আর্সেনিক নেটওয়ার্ক/টিএমএসএস/বাংলাদেশ টেলিসেন্টার নেটওয়ার্ক/এনআরডিএস/গ্রীপ ট্রাস্ট/গাফী আশ্রম ট্রাস্ট/মানুষের জন্য ফাউন্ডেশন/গ্রীন হিল/সিইসিআরডি/এমএমসি/বিশ্ব ব্যাংক।

**অনুলিপি:**

১. যুগ্ম সচিব (পাস), স্থানীয় সরকার বিভাগ।
২. উপ-সচিব (ইউনিয়ন পরিষদ), স্থানীয় সরকার বিভাগ।
৩. সচিব মহোদয়ের একান্ত সচিব, স্থানীয় সরকার বিভাগ।
৪. উপজেলা চেয়ারম্যান, খানসামা/চিরিবন্দর/ফুলবাড়ি/রাজারহাট/কুড়িগ্রাম সদর/মিঠাপুকুর/চাঁপাইনবাবগঞ্জ সদর/মান্দা/দুর্গাপুর/তাড়াশ/মেহেরপুর সদর/মাগুরা সদর/চৌগাছা/কিকরগাছা/শ্যামনগর/দেবহাটা/কালিহাতি/করিমগঞ্জ/মোহনগঞ্জ/পলাশ/শ্রীপুর/জামালপুর সদর/কমলগঞ্জ/দেবিঘার/তিতাস/নোয়াখালী সদর/সোনাইমুড়ি/রাঙ্গামাটি সদর/বরগুনা সদর/বাবুগঞ্জ/চর ফ্যাশন।
৫. মার্ক ইলারি, রিজিওনাল ওয়াটার এন্ড স্যানিটেশন স্পেশালিষ্ট, ডব্লিউএসপি-বিশ্ব ব্যাংক, ঢাকা।
৬. শান্তনু লাহিড়ী, সিনিয়র ডিসেন্ট্রালাইজেশন স্পেশালিষ্ট, ডব্লিউএসপি-বিশ্ব ব্যাংক, ঢাকা।

# 1. Background

## 1.1 Problems and Potential

### Context

Considerable progress has been made over the last five to six years in Bangladesh regarding access to safe drinking water, improved sanitation and other services including the strengthening of the local government system. However, the quality of water supply, sanitation, and other services is inadequate and inequitable, with many consumers still exposed to high levels of arsenic contamination. Improving the quality of water and sanitation services (in particular) and public services (in general) is threatened by capacity and accountability limitations of local governments, particularly union parishads (UPs) as the lowest tier of the local government system.

In Bangladesh, the Horizontal Learning Program (HLP) for enhancing the capacity of union parishads was initiated by the parishads with support from the Government of Bangladesh (GoB) and Development Partners (DPs). The Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) is taking the main facilitation role and the Horizontal Learning Center (the secretariat for HLP) is providing day-to-day support. The Water and Sanitation Program (WSP) is providing back-up coordinating support, largely financed by the Swiss Agency for Development and Cooperation (SDC). The other HLP partners are: the National Institute of Local Government (NILG); Bangladesh Rural Development Board (BRDB); Development Association for Self-Reliance, Communication and Health (DASCOH); HELVETAS Swiss Intercooperation (IC); WaterAid; Green Hill; Shushilan; Mohideb Jubo Samaj Kallyan Somity (MJSKS); Plan Bangladesh; Dhaka Ahsania Mission (DAM); Japan International Cooperation Agency (JICA); World Bank; NGO Forum for Drinking Water Supply and Sanitation; Village Education Resource Center (VERC); Bangladesh Telecenter Network (BTN); Voluntary Service Overseas (VSO); Thengamara Mohila Sabuj Sangha (TMSS); Joutho Artho Samajik Unnyan Sangstha (JASUS); Noakhali Rural Development Society (NRDS); Gandhi Ashram Trust (GAT); Rangpur Dinajpur Rural Service (RDRS) Bangladesh; PRIP Trust; Manusher Jonno Foundation (MJF); Mass-line Media Center (MMC); Asia Arsenic Network (AAN); and Community Eye Care and Research Center.

The HLP seeks to complement conventional efforts to strengthen the capacity of the UPs through a process of appreciative inquiry with peer-to-peer learning. The program is based on the assumption that capacities already exist and that networking peers around good practices can enable those practices to be identified and replicated to influence policies.

The HLP was initiated in November 2007 as a one-year pilot by the LGD with support from WSP in collaboration with SDC, World Bank, JICA, WaterAid, DAM, and Plan Bangladesh. It focused initially on the identification of good practices by the UPs related to water and sanitation. This was followed by field visits to observe these practices, to learn how they might be replicated in other communities. For each good practice, a set of indicators was developed to verify its replication in other unions. Replication is not funded by partners but by utilizing the UP's own annual budget and available resources. During this pilot year, many other unions heard about these exchanges and showed interest in participating. In response, the LGD—with support from WSP and the other DPs—sought to formalize the existing HLP (October 2008 to October 2011). Today the HLP is facilitated by the GoB with support from 27 DPs and focuses on a broader range of good practices of UPs related to good governance. The HLP has now expanded from 66 UPs in six upazilas (subdistricts) in November 2007 to 301 UPs in 31 upazilas (in 24 districts) covering almost 8.2 million people (out of which 2.6 million are hard-core poor).

#### **BOX 1: BUILDING ON EXPERIENCES IN THE WATER AND SANITATION SECTOR**

While Bangladesh has significantly reduced the population without access to improved water supply and basic sanitation facilities, the achievement of the Millennium Development Goal (MDG) 7c is challenged primarily by the quality of service issues, and secondly, by access issues for the hard-to-reach people groups.

*In sanitation:* use of a latrine is estimated at 93.5 percent; however, almost half of these latrines are either unsanitary or shared, according to UNICEF's Multiple Indicator Cluster Survey (MICS) 2009.

*In water supply:* access to a protected drinking water source is almost universal (98 percent, MICS 2009); however, an estimated 12 percent of the population is still exposed to arsenic contaminated drinking water (MICS 2009), with an unknown percentage exposed to bacterial risks in drinking water supply chains.

In this context, there is a need to promote the adoption of appropriate practices (a) for the hard-to-reach groups and those affected by climate change; (b) for ensuring the safety and sustainability of drinking water; and (c) for improving market access to quality sanitation services.

The Horizontal Learning Program (HLP) has demonstrated an ability to capture and replicate good practices (that is, arsenic mitigation, 100 percent sanitation, eco-friendly villages) that address the safety, reliability, affordability, and sustainability aspects of water supply and sanitation. The challenge facing the HLP is **to enable these local practices to leverage the changes in the institutions necessary to balance the multiple conflicting imperatives** essential to ensure safe drinking water and sanitation for all (including future generations).

Given the HLP's success of building local governance from the bottom up, it is proposed to scale it up nationwide.

The institutionalization of HLP has already begun with strong leadership from the LGD and the engagement of the NILG. Following the UP elections, the NILG has requested the HLP to support the training and orientation of all UP representatives nationwide. A request has also been received from the Ministry of Health and Family Welfare to expand the HLP for community clinics and arsenicosis patient management. The Second Local Governance Support Project (LGSP-II) is also planning to link UPs and Deputy Director Local Governments (DDLGs) with the Horizontal Learning Center (HLC) to provide back-up support for peer-to-peer learning funded through the UPs' own annual budget allocated through the LGSP-II.

At this juncture, Swiss Development Aid (with increased support for water, sanitation, and climate change) and SDC-Bangladesh believe that the HLP can impact local governance and livelihoods, especially if it is strategically linked with new development initiatives.

- *Recognizing* that the HLP has demonstrated considerable evidence of success.
- *Acknowledging* the contributions of multiple partners and tiers of government.
- *Knowing* the challenges of scaling up to reach the newly-elected UP representatives, HLP partners have collectively sought to draw up a strategic framework to clarify their roles and responsibilities to support the scaling up of the HLP.

Given this backdrop, the LGD of the MoLGRD&C, in collaboration with WSP and SDC, organized a two-day Consultation Workshop on the Scaling up of the HLP on July 23-24, 2011, at the Spectra Conventional Center, Gulshan. On the basis of the dialogue and findings of the workshop a Program Framework has been prepared as the basis for collaboration of HLP unions, upazilas, LGD, and development partners.

This Program Framework will complement the upcoming LGSP-II supported by the World Bank<sup>1</sup> and Union Parishad Governance Program (UPGP), also supported by the UNDP and UNCDF (SDC partners). The scaling up of the HLP will seek to demonstrate a bottom-up approach that enables government programs and policies to be reformed on the basis of replicated good practices at local levels. The aim is to ultimately develop Horizontal Learning into a systematic approach which enables the institutions of governance to be rebuilt and absorbed from the bottom up.

#### Existing Potential the Program Can Use

The development of local government institutions in Bangladesh is now at an interesting juncture. That is:

- UP elections have just been completed (after almost eight years) with a large turnover in elected representatives.
- The first phase of the Local Governance Support Project (LGSP) finished on June 30, 2011. The new US\$523 million LGSP-II supported by the GoB and World Bank will commence soon for all 4,503 UPs.
- The National Basic Capacity Building Program, led by the NILG and supported by the SDC, is creating a partnership framework for mandatory training, elective training, and horizontal learning.

The HLP has already started to evolve as a platform that the GoB and development partners can use to improve the quality of services delivered at the local government level.

## **1.2 Government Policies and Strategies**

### Relevance to Government Policies and Programs

The HLP is an exceptional program that seeks to drive policy reform on the basis of good practices identified and replicated by local government institutions. For instance, the lessons learned from the replication of the good practice of arsenic screening and switching enabled a national-level shift in perceptions. As a result, the existing Implementation Plan for Arsenic Mitigation (IPAM) has been modified. Similarly, the good practice of Union Development Coordination Committee Meetings (UDCCM) identified and replicated by UPs resulted in the issuing of a circular by the LGD.

The HLP seeks to promote innovative solutions either in the water supply and sanitation sector or other sectors through the local governance portfolio. Under the HLP, UPs propose good practices with their

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<sup>1</sup> The expansion of HLP has been identified in pillar 4 of the Bangladesh Country Assistance Strategy (CAS) of the World Bank.

indicators, identify practices to learn and replicate, and allocate their own annual development budget for replication. As the process prioritizes the oversight of local government over local services, it has resulted in a considerable improvement in own source revenues for improving services. The LGD, local government training institutions and development partners are now planning to sign a partnership framework to support a national capacity-building program where horizontal learning is identified as an integral component.

### 1.3 Other Relevant Actors

The WSP will support the institutionalization of the HLP. The WSP's leverage derives from its ability to engage with multiple local stakeholders inside and outside the World Bank. This involves not only the provision of global expertise but also exporting local practices to a global audience. While the WSP does not manage International Bank for Reconstruction and Development (IBRD) or International Development Association (IDA) loans directly, it participates strategically on World Bank task teams that help to prepare and supervise investment projects. Collaboration with both policy makers and local practitioners enables the WSP to promote strategic issues that can trigger sector reforms.

The key partners for the HLP will be the rural **local government institutions** where the HLP will support learning and sharing opportunities facilitated by the **LGD**, MoLGRD&C. The HLP will also engage with key sectoral water and sanitation **service providers** that include the LGSU, Department of Public Health Engineering (DPHE), and Local Government Engineering Department (LGED).

The HLP will also engage with projects that include the LGSP-II and UPGP; key training providers that include the NILG, Rural Development Academy (RDA), and Bangladesh Academy for Rural Development (BARD); and nongovernmental organizations such as DASCOP, HELVETAS Swiss Intercooperation, WaterAid, NGO Forum, MMC, Plan Bangladesh, and DAM; as well as civil society organizations and independent media.

The HLP seeks to enhance aid effectiveness through developing a UP-led collaboration platform to improve the design, implementation, and evaluation of development partner projects. By adopting a flexible approach to the programming of activities, the HLP support partners will seek to maintain a demand-based collaboration with UPs facilitated by the LGD.

### 1.4 Preliminary/Previous Phase

#### Overall Contributions

Horizontal learning is a UP-led, outcome-based, peer-to-peer learning platform that connects local governments and citizens to identify, validate, and replicate the very best practices of their peers, along with central government and development partners. As a result of this process, 202 local governments with constituencies totaling 6.4 million people have allocated \$3.1 million for the replication of 23 good practices learned from their peers over the last three years. These good practices have brought about significant improvements in water supply and sanitation, local planning, and climate change adaptation. In some instances, this has led to the refinement of policies through the HLC (HLP Secretariat) located in the NILG.

#### Specific Achievement and Challenges

Horizontal learning started in response to a request from a group of UP representatives to create a platform for the mutual sharing of lessons. Through SDC support, the WSP and five other partners initiated this program in November 2007 with 66 UPs. Working with local governments to identify their own good practices with indicators, facilitating exposure to the good practices of their peers, and encouraging the allocation of their own resources for replication has enabled local governments to generate collective momentum around good local practices. The program draws heavily on the principles of appreciative inquiry for recognizing multiple realities; the horizontal learning process promotes the connection of peers in a tacit learning network as the means for scaling up and sustaining these good practices. The review process by peers prioritizes sustainability, and replication by peers enables the very best practices to be scaled up amongst local governments. These include:

#### **Raising Local Revenues**

Under a United Nations-supported project in Sirajganj, local governments were given support for participatory planning, open budgets, and raising of local taxes. Through the replication of these practices, local governments discovered that the best way to raise taxes was to increase their focus on participatory planning processes. This good practice replicated through the HLP has resulted in 111 UPs increasing their holding tax revenues by 62 percent over the two-year period from FY08–FY10. This constitutes a change for local governments in Bangladesh where open budget meetings

(required by law) are rare and tax collection is low. “Most of the villagers were traditionally unwilling to pay tax. But now they—rich and poor alike—stand in queue and pay (holding) tax,” stated the chairman of Dehunda union parishad, Karimganj upazila in Kishoreganj district. Local governments replicating this practice generally start this participatory planning at the ward level and the open budget session includes the publishing of their budget books.

### **Arsenic Mitigation**

While Bangladesh had reached almost universal access to improved drinking water supply through low-cost handpumps, this achievement has been challenged by the discovery of arsenic in the groundwater. While considerable effort has been devoted to finding alternate water supply technologies, the pay-for-use arsenic screening practice developed with support from the Japanese government was identified as a good practice under the HLP. Through the replication of this practice by 51 UPs, over 80,000 sources have been screened within the last two years, ensuring safe water for an estimated 650,000 beneficiaries. This has revealed that testing, marking, and switching to nearby sources are the lowest rungs of the arsenic mitigation ladder.

### **Climate Change**

Adaptation to the impacts of climate change is another serious challenge for Bangladesh, but it is also true that past experiences with extreme climatic events have generated a wealth of experience amongst local stakeholders forced to develop adaptation strategies. For instance, after cyclone *Aila* struck Bangladesh in 2009, most of the freshwater ponds in Shyamnagar upazila of Satkhira district were inundated with salt water. In Atulia union, WaterAid supported communities to excavate the salt layer in Thakur *pukur* (pond) and raise the embankments, renovate the pond sand filter, and appoint a caretaker paid from user charges. This practice has subsequently been replicated by local government using the government’s food for work program to safeguard drinking water in 152 ponds serving 200,000 people and water for livestock/crops in 15 km of canals serving 120 ha livestock/crops.

Many household rainwater harvesting structures were also completely destroyed by the cyclone. As a result, it has been observed that large numbers of poor people were gathering the monsoon rain for drinking in plastic shopping bags. Local NGOs supported this adaptation strategy of households by distributing plastic sheets to cover temporary structures and clay pots for storage. The replication of this approach by local government in Shyamnagar enabled 1,500 households to be reached with low-cost rainwater harvesting systems.

### **Sanitation**

Over the last six years in Bangladesh, there has been a massive movement away from open defecation. Whilst 94 percent of the population now have access to a latrine, ensuring the quality and sustainability of sanitation is the major challenge for the future. In Sreepur and Khansama upazilas, Plan Bangladesh had been supporting various sanitation practices that were identified for replication under the HLP. These include:

- Triggering a collective desire to eradicate open defecation.
- School-based ignition of child-to-child behavior change.
- The promotion of inclusive environmentally-friendly villages.

After the identification of good practices, these good sanitation practices have been replicated by 45 UPs, thus improving environmental sanitation for 1.2 million people over the last two years.

### **Gender-Sensitive Decision Making**

Decision making in water supply and sanitation provision in Bangladesh implicitly prioritizes male preferences. In recognition of the role that women play as a tail-end provider of water and sanitation services, there has been greater focus on the decision-making role of women. Such approaches prioritizing women’s voice and choice in service delivery have not always been welcomed by male community members. Under horizontal learning, the spirit of *appreciative inquiry* prioritizes women’s voice and choice as a result of all stakeholders (both men and women) gaining a heightened appreciation of the role that women are already playing in local affairs.

## **2. Program Description**

### **2.1 Program Rationale**

Bangladesh has made significant progress on MDG 7c significantly reducing the population without access to improved water supply and basic sanitation facilities. However, the sector still faces many challenges to ensure safe, affordable, accessible, reliable, and sustainable services for all.

**In sanitation**, Bangladesh has emerged as the leader in experimenting and implementing innovative approaches to sanitation that reach the poor. While only 6.5 percent of the population now practices open defecation, almost one-half of the latrines used in Bangladesh are unsanitary in either design, operation or maintenance (MICS 2010). In such a context, there is a need to continue to extend access to sanitation facilities to those without access (primarily hard-to-reach people), improve the quality of sanitation services for the half of the population with unsanitary facilities (primarily through market-based mechanisms to move up the sanitation ladder), and sustain services to limit exposure to unsanitary externalities in the entire country (primarily through regulatory mechanisms to improve the management of septic sludge). The external risks to potential progress are the high rates of extreme poverty (which inhibits private investment), natural disasters (which are the results of climate change and which frequently destroy the facilities built), and a high population density offering limited space for individual latrines (resulting in a high percentage of shared latrines).

**In water supply**, the access to an improved drinking water supply source increased from 90 percent (1990) to 98 percent (MICS 2010). This remarkable achievement is undermined by water quality issues in both urban and rural areas (that is, arsenic contamination in 20 percent of groundwater sources) and unreliable/intermittent provision. In such a context, the challenge is reaching those without access to an improved source (primarily hard-to-reach people), whilst improving the bacterial and chemical safety of the drinking water consumed by a large percentage of the population (primarily through quality of service agreements) and internalizing some of the externalities to sustain high quality of access (primarily through improved mechanisms for regulating water resources). External risks to progress in drinking water are posed by the heavy dependence on groundwater for irrigation (leading to the continued depletion of groundwater resources), rapid unregulated urbanization (increasing the pollution of water resources) and the current dependence on simple low-cost handpumps (where alternate options are costly).

**At the service provider level**, there are a plethora of providers that are delivering low-cost water supply and sanitation services to consumers. This ranges from the line departmental providers (DPHE and LGED), the major providers of water supply and sanitation/drainage infrastructure, to the public utilities that also invest, own, and operate major schemes, to the communities that predominantly operate and maintain water and sanitation services, to the households that are arguably the most important yet underrated 'tail-end' provider of water and sanitation services. Across the spectrum of service providers there is no third party entity that ensures the quality (that is, safety, reliability, and accessibility) and inclusivity (that is, affordability and sustainability) of water and sanitation services. Linking these existing service providers with local government could potentially reduce costs and improve compliance with quality of service criteria.

**At the local government level**, the primary *de jure* responsibility of the UP is to coordinate service provision efforts to ensure safe and affordable, accessible and reliable water supply, sanitation and other services for all on a sustained basis. The UPs have the *de facto* social and legal authority to perform this task of coordination. This potential role has, however, been undermined by competition for funds and functionaries. The Upazila Parishad Act emphasizes the *de jure* role of the upazila in the provision of services and *de facto* this appears to be the level of government where the targeting of programs is exercised. The legacy of the targeting of government programs is one which has not always successfully met the needs of the poorest and most vulnerable people. Given the role that UP-elected representatives also play as members of the upazila council, it is possible that they can improve coordination and the targeting of the underserved.

**At the policy level**, the GoB has pledged to ensure safe water supply and sanitation services for all by 2011 and 2013, respectively. The National Policy for Safe Water Supply and Sanitation (1998), the National Policy on Arsenic Mitigation (2004), the National Sanitation Strategy (2005), and the Sector Development Program (2005) provide an enabling policy environment. Implementation strategies for these policies have been well defined through various government programs and numerous donor-funded projects. Donor coordination and government leadership has been prioritized through various formal and informal instruments (for instance, Local Consultative Groups, Sector Development Plan thematic groups, National Basic Capacity Building Framework). However, in spite of these various policies, strategies, and coordination mechanisms, the structures of governance at the local level are yet to be fully institutionalized.

The networking of local government institutions, such as the HLP for the replication of good practices could potentially lead to the reform of policies and institutions in-line with the performing practices.

The HLP started as a small pilot initiative in 2007 and has developed in collaboration with other SDC projects, JICA projects, WaterAid projects, and Plan Bangladesh projects as UPs have self-selected into this process. As a result, the HLP has extended from 66 UPs in six upazilas in 2008 to 237 UPs in 25 upazilas in early 2011. This knowledge-sharing among UPs has resulted in the introduction of a range of practices that contributed to the following results:

- Access to arsenic-safe drinking water ensured for 650,000 people; access to safe drinking water gained for 1.6 million people; the pay-for-use arsenic screening and well switching practice being formally recognized in the revised Implementation Plan for Arsenic Mitigation (IPAM 09).
- Access to improved sanitation for 1.2 million people.
- The most replicated water, sanitation, and local governance practices incorporated into the National Basic Course Curricula developed by the NILG for UPs.

This has leveraged a rapidly growing investment of funds by UPs based on increased local revenues and better leveraging of funds from central and project budgets. At the same time, the disseminated practices have improved accountability within local governments and fostered greater confidence of elected officials amongst citizens.

The HLP has the potential to be rapidly scaled up across UPs, improving local governance and ensuring higher quality public services by simply facilitating tacit knowledge-sharing and peer connections on a larger scale. It will contribute to the achievement of MDG 7, as measured by higher compliance with international standards in water and sanitation. Apart from the direct development outcomes in water and sanitation, the HLP offers a unique approach to capture and replicate good local practices to build a groundswell movement on local governance reform. Ultimately, this should provide a platform for local governments to inform policy changes based on their experiences in the replication of local practices.

## 2.2 Overall Goal

The **overall development goal** of the HLP is:

To contribute to the reform of the relations of accountability between consumers and providers, citizens and local governments, local and central governments, projects and partners to ensure improved local services (for example, water and sanitation) for all.

The program aims to address poverty through engagement with local governments to replicate existing successful practices and allow these practices to reform policy. This will contribute to improving water supply, sanitation and other services, enhancing the capacities and confidence of UPs, promoting social equity, and supporting an institutional environment for growth.

## 2.3 Program Objective

The **program objective** is:

To enhance the capability and accountability of local government institutions.

## 2.4 Expected Results at the End of the Phase

The expected results and objectively variable indicators are detailed in the log frame (Appendix A).

*(a) Capacity of public and private service providers increased to respond to the demands of consumers for safe drinking water and improved sanitation.*

*Indicators:*

- Nearly 700,000 handpumps screened for arsenic and/or protected against bacterial intrusion serving 8.5 million people.
- Improved environmental sanitation options (quality latrines, composting, and drainage) serving 6 million people.
- Nearly 5,000 improved water devices in hard-to-reach and/or disaster-prone areas serving 0.5 million people.

*(b) Capacity of local government institutions strengthened to ensure the delivery of safe drinking water, improved sanitation services, and hygienic practices to all, including poor and poorest women and men, in a transparent manner.*

*Indicators:*

- All UPs raise own source revenues through carrying out participatory plans (through open budget meetings).
- UPs allocate \$30 million for the replication of good water supply and sanitation practices.
- UPs ensure greater effectiveness of National Building Agency funds through the replication of UDCCMs.

*(c) Capacity of national government is increased to review and adopt a new policy framework from scaling up of good practices and also develop performance database system in safeguarding minimum water supply and sanitation services for all.*

Indicators:

- Local government policy reforms on water supply, sanitation, and local governance based on the most replicated best practices of UPs.
- Partnership of local government training institutions (NILG, BARD, BARDTI, RDA), research institutions (BUET, universities) for scaling up of good practices under the HLP.
- Policy reforms in other ministries (Health, Establishment, and Disaster Management) based on the principles and practices emerging from horizontal learning.

## 2.5 Outputs

To achieve the objectives, the program proposes the following outputs under each of the program objectives.

*(a) Capacity of public and private service providers increased to respond to the demands of consumers for safe drinking water and improved sanitation.*

The outputs are:

- Extension of good practices in water supply (pay-for-use arsenic screening; protection of handpump casing, and disaster resilient ponds), sanitation (CLTS, C2C behavior change, eco-friendly village), and local governance (open budget, raising holding tax).
- Peer Review Missions organized by UPs to review and monitor the progress of replication by new UPs.
- Capacity of CBOs as well as of private and public service providers increased by participating in the horizontal learning process.

*(b) Capacity of local government institutions strengthened to ensure the delivery of safe drinking water, improved sanitation services, and hygienic practices to all, including poor and poorest women and men, in a transparent manner.*

The outputs are:

- People's voice incorporated by UPs in improving safe water and sanitation.
- Learn and replicate good practices (UDCCM, Women's Forum, LG Association, and so on).
- Third party in-depth study to obtain evidence of success and failure prior to recommending policy reforms.

*(c) Capacity of national government is increased to review and adopt a new policy framework from scaling up of good practices and also develop performance database system in safeguarding minimum water supply and sanitation services for all.*

The outputs are:

- Support for identifying critical rural water supply and sanitation solutions under the HLP.
- Strengthened connection of central and local government to enable greater autonomy with accountability for quality water supply and sanitation (WSS) service delivery.
- Knowledge management for the generation and synthesis of innovative solutions to water and sanitation problems.



## 2.6 Activities

The HLP has developed a series of logical steps that are designed to enable good local practices to leverage changes in policies and institutional relations.

Process	Activities	Output
<b>Conceptualization</b> (start-up of HLP)	1. Outline framework for HLP prepared with potential partners. 2. HLP Working Team established with potential partners and LGD. 3. HLP partners proposed upazilas for inclusion in HLP.	<i>HLP partnership agreement.</i>
<b>Selection</b> (self by UPs)	4. HLP Working Team asks upazila to identify a support agency. 5. LGD issues a letter to upazila regarding its inclusion in HLP. 6. Upazila plans workshop with support of HLP Working Team. 7. UPs self-select whether they will join HLP or not.	<i>Lead UPs identified.</i>
<b>Initiation</b> (upazila workshop)	8. Briefing for all UPs, upazilas and NGOs on AI and HLP. 9. UPs identify and present all of their good practices to all. 10. Participants vote to identify the top five good practices. 11. UPs propose the indicators to measure those good practices.	<i>UP good practices identified (with indicators).</i>
<b>Validation</b> (field review)	12. Partners conduct joint missions to validate good practices. 13. Validated practices are documented by partners (fact sheets). 14. <i>Unvalidated practices are deemed just to require more time!</i>	<i>Good practice fact sheets prepared.</i>
<b>Identification</b> (network workshop)	15. UPs present their good practices (with indicators) to their peers. 16. UPs select the good practices they would like to visit. 17. Partners identify the visits that they can support.	<i>Learning matrix (who wants to go where to learn what).</i>
<b>Exposure</b> (cross visits)	18. UPs, upazila and NGOs together visit the good practices of peers. 19. UPs assess the good practices against indicators through AI. 20. UPs prepare a draft plan for the replication of good practices.	<i>BTOR: UP proposal for replication of practices.</i>
<b>Planning</b> (open budget)	21. UPs propose replication plan in the open budget sessions. 22. Detailed plan and funding for implementation developed. 23. Good practice and budget for replication earmarked in the ADP.	<i>UP budget book with citizen endorsement of budget for replication.</i>
<b>Replication</b> (implement)	24. UPs begin to implement good practices learned from peers. 25. UPs innovate to improve on these good practices.	<i>Compilation of data against the indicators.</i>
<b>Support</b> (peer review)	26. Replicating UPs are able to contact initiating UPs for advice. 27. Milestone achievements of UPs sent to all UPs via SMS. 28. Originating UPs are encouraged to spread their good practices. 29. Originators come to review the progress of replication.	<i>List prepared of support provided by UPs to peers.</i>
<b>Dissemination</b> (sharing)	30. Good practice fact sheets are printed and disseminated. 31. Yahoo group, website and Facebook hosted for sharing progress. 32. Dialogue with print/electronic media on good practices.	<i>Fact sheets, articles, and newsletters printed.</i>
<b>Leverage</b> (thematic workshops)	33. Practices replicated >50 times are identified as ' <b>best practices</b> '. 34. UPs identify the different elements of this best practice. 35. UPs present the key elements to policy makers and partners.	<i>Thematic notes prepared on the best practices.</i>
<b>Learning</b> (from replication)	36. Partners collate the teachings of the UPs into learning notes. 37. These best practices are included in the LGTI training curriculum. 38. UP proponents used as resource persons for LGTI trainings.	<i>Learning notes; revised curriculum; UPs deliver training.</i>
<b>Results</b> (collating)	39. UP replication of best practices collated and shared. 40. UP replication of best practices validated by the UNO.	<i>Collated results of the best practices.</i>
<b>Impact</b> (interrogating)	41. Academic institutions are exposed to HLP best practices. 42. Academia prepares research proposals for potential funding.	<i>Research on lacunae in the best practices.</i>

### 3. Level of Intervention (Micro, Meso, Macro)

#### Micro-Level

The entire HLP is focused at the UP level. The main activities will take place at this level. The lessons learned on good practices are captured at the community and union levels and, if replicable, they are shared at the national level. The key activities that will be performed at UP level are highlighted here:

Activity	Goal	Indicator
Good practice identification	UPs and communities identify/review their good practices	Number of good practices with indicators
Fact sheets	Document UP good practices	Number of fact sheets drafted
Exposure visits	UPs use <10 percent block grant to review good practices of peers	Budget plan for replication
Open budget meeting	UPs discuss the allocation of budget to replicate the good practices of peers	Budget allocation to the replication of HLP good practices
Implementation	UPs and citizens replicate good practice (with handholding support of UP peers)	Budget spent and services provided
HLP good practice replication	UPs collate progress in replication against the indicators defined by UPs	Number of people served through the replication of HLP good practices

#### Meso-Level

At the meso-level, the HLP will work closely with upazilas and districts to assist UPs in planning and executing their own activities. The key activities that will be performed at the meso-level are:

Service	Goal	Indicator
Upazila workshops	For UPs to identify their good practices	Number of upazila workshops
Network workshop	For UPs to share/identify good practices	Plan of exposure visits
Budget collation	Compile UP open budget books	Amount allocated to HLP practices
SMS service	UPs share/learn activities of peers	Number of members/messages sent

#### Macro-Level

The HLP seeks to create a platform for the lessons learned from the self replication of good local practices to link with formal and informal institutions to leverage policies and new sectoral investments. At the national level, the key activities that are being performed are:

Service	Goal	Indicator
Oversight	Strengthen accountability to UPs	UP satisfaction
Coordination	HLP support services delivered efficiently	Partner feedback
<b>Collate budgets</b>	<b>Compile UP open budget books</b>	<b>\$ allocated to HLP practices</b>
Thematic workshop	Learn best practices from UPs	Number of best practices
Learning notes	Document key learning from UPs	Number of learning notes
Case studies	Research/analysis on good practices	Number of case studies
Policy notes	Proposed policy changes	Number of policy notes
<b>Collate results</b>	<b>Compile UP indicators</b>	<b>Number of people reached by HLP</b>
SMS service	UPs share/learn activities of peers	Number of members/messages sent
Newsletters	Share UP progress on replication	>2 publications per year
Website	Capture key activities of HLP	Number of hits per month
Yahoo group	Share information amongst partners	Number of members, number of users per month
Support to HLC	To assist HLC maintain momentum	Feedback from HLC

## 4. Key Implementation Processes and Strategies

### HLP Defined

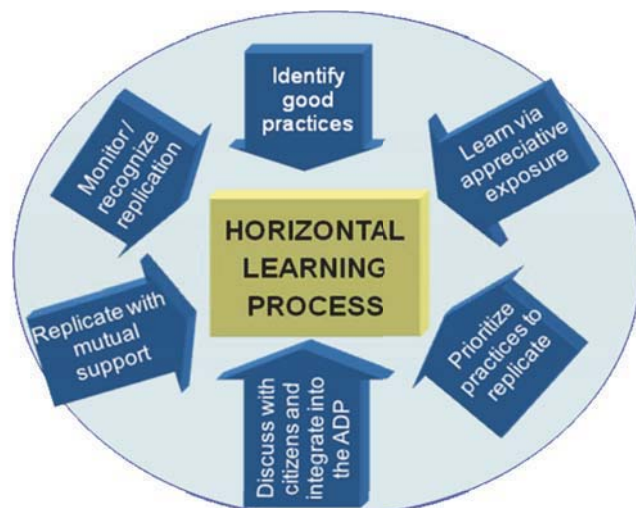
The HLP is a UP-led, outcome-based, peer-to-peer learning initiative facilitated by the GoB and is supported by development partners. Under this program, local governments connect with each other to identify, share, and replicate the good practices of their peers.

### HLP Principles

- **Appreciate: To realize everyone’s potential to overcome the limits that we impose on ourselves.** “I never knew that I had so much potential and was surrounded by so many good people but after learning how to ‘appreciate’ our perceptions have really changed,” says the chairman of Omarmazid UP, Rajarhat upazila.
- **Connect: To remove the distinctions that separate us and detract from our collective well being.** “Appreciation leads to better connection with peers. Connecting people helps to remove many barriers and create an inductive environment for collaboration,” says the chairman of Madhainagar UP, Tarash upazila.
- **Adapt: To start with what works and enable replication through exposure in the local context.** “While visiting Chowgacha, I discovered a unique solution to arsenic contamination. After coming back we adapted and replicated this approach in our own context. This has now spread to the entire upazila and beyond,” says the chairman of Ranihati UP, Chapai Nawabganj Sadar upazila.

### HLP Process

- UPs are encouraged to identify their good practices (with indicators).
- UPs select the good practices they wish to visit, to learn from their peers and appreciate their context and achievements.
- UPs prioritize, discuss with citizens, and integrate appropriate good practices into their annual plan and budget.
- UPs replicate good practices with the support of their peers.
- Progress in replication is monitored through peer reviews and achievements recognized through the horizontal learning network.



### HLP Value Added

Horizontal learning complements top-down capacity building by reinforcing the confidence of local practitioners as both teachers and learners in a process of building on the good practices of their peers.

### HLP Limitations

The key limitation of horizontal learning is that external agents cannot impose anything (that is, best practices are determined by peers and policies are leveraged by the peer-to-peer collective).

	Capacity Building	Horizontal Learning
<b>Starting point</b>	Deficiencies exist	Capacities exist
<b>Targets what...</b>	Needs strengthening	Is already working
<b>Who teaches</b>	Experts	Peers
<b>Who decides</b>	Program	Self selection
<b>Why</b>	To meet standards	To address my needs
<b>Where</b>	Classroom	Field based
<b>What knowledge</b>	Codified knowledge	Tacit knowledge
<b>Result</b>	<i>Increased capacity</i>	<i>Increased confidence</i>

## 5. Methods/Instruments

### HLP Working Team

Comprising representatives from LGD and development partners, the Working Team has been in place since the inception of the HLP to act as a 'think tank' at the national level. The team meets almost every month to review the progress of the HLP and plan for upcoming events. The HLP Working Team provides assistance to the HLP Secretariat (that is, the HLC) to assist the UPs in executing their plans.

### Horizontal Learning Center

The main purpose of the HLC is to implement the approved activities of the HLP Working Team through the establishment of teams for (a) networking; (b) learning; and (c) practice extension. The detailed scope of work of each team is:

<u>Networking Team</u>	<u>Learning Team</u>	<u>Practice Extension Team</u>
<ul style="list-style-type: none"> <li>• Update the SMS roster and send regular SMSs to HLP members (with approval from a 'SMS subteam' formed by HLP Working Team)</li> <li>• Assist VSO to update HLP website (with approval from a 'HLP website subteam' formed by HLP Working Team)</li> <li>• Assist Intercooperation to prepare and distribute the HLP newsletter (English and Bangla versions)</li> <li>• Assist NGO Forum to organize the HLP Radio Program</li> <li>• Prepare video, best learning clippings, and other products as decided by HLP Working Team</li> <li>• Organize the network workshops and prepare and disseminate the reports</li> <li>• Establish and operate the HLP library</li> </ul>	<ul style="list-style-type: none"> <li>• Organize HLP upazila workshops and prepare and disseminate reports:               <ul style="list-style-type: none"> <li>○ Assist unions in HLP upazilas to develop a clear understanding about horizontal learning principles and process</li> <li>○ Assist participating unions to identify existing good practices with indicators for validation</li> <li>○ Support unions to reach consensus on the preparation of baseline and process of participating in the HLP</li> <li>○ Assist unions to prepare next steps for commencing HLP</li> </ul> </li> <li>• Organize exposure visits:               <ul style="list-style-type: none"> <li>○ Prepare the ToRs for exposure visits</li> <li>○ Contact hosts and visiting unions to prepare the plan for exposure visits</li> <li>○ Obtain letters for exposure visits from LGD</li> <li>○ Organize logistical arrangements for travel</li> <li>○ Assist unions to make a replication plan</li> <li>○ Assist unions to prepare and share the back-to-office-report with all HLP members</li> </ul> </li> <li>• Data collection and analysis:               <ul style="list-style-type: none"> <li>○ Assist unions to organize peer missions to review the replication of good practices</li> <li>○ Collate budget allocation for replication</li> <li>○ Collate evidence of good practice replication</li> <li>○ Analyze data and upload on HLP website</li> </ul> </li> <li>• Assist unions and local partners to prepare fact sheets on good practices</li> <li>• Assist unions to present the lessons learned at thematic workshops, organize and disseminate the thematic report</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and organize the HLP national workshop</li> <li>• Assist HLP partners to organize regular HLP Working Team meetings</li> <li>• Prepare HLP case studies and disseminate</li> <li>• Prepare HLP learning notes based on the most replicated practices of unions</li> <li>• Integrate the lessons learned from HLP into LGTIs and other institutes' training modules</li> <li>• Prepare topic-wise 'Roster of resource people from field'</li> <li>• Support the creation and extension of thematic Communities of Practice (CoP)</li> </ul>

### District Coordination Committee (DCC)

The adoption of the DCC has been proposed to support the scaling up and institutionalization of the horizontal learning process. It is intended that the DCC will act as the HLP Working Team at the district level with the support of the District Facilitator (DF) hired by the UPGP and/or LGSP-II to facilitate UP capacity development.

## 6. Target Population and Beneficiaries

For each US\$ invested, the HLP has the potential of leveraging an additional US\$10 from other resources to improve local services.

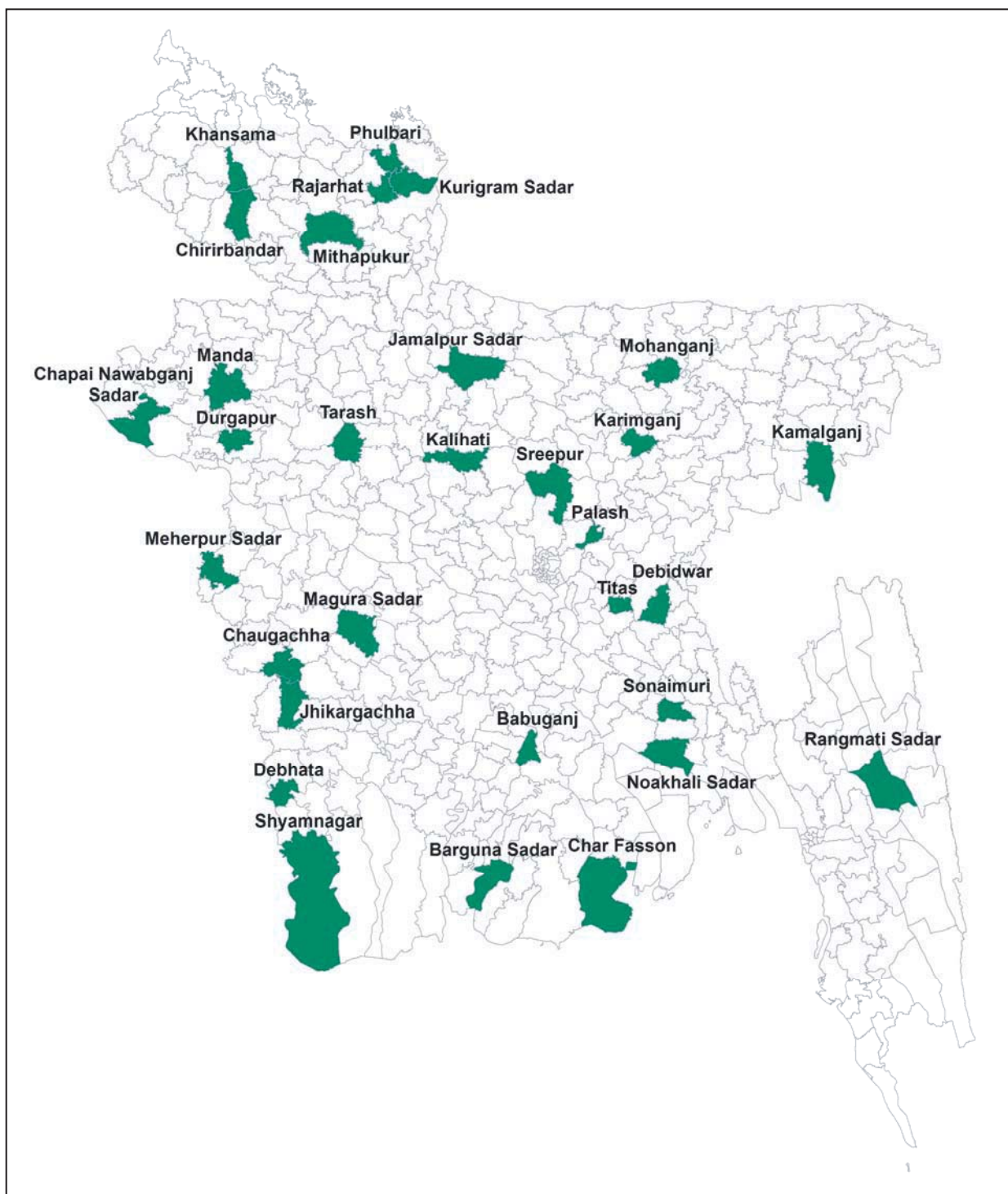
Base	\$	Good Practices Replicated	Good Practice Indicators	Target	Goal
51% access to sanitation (JMP)	US\$13 million spent by UPs	100% sanitation	Number of: <ul style="list-style-type: none"> <li>○ people no longer practicing open defecation</li> </ul>	6 million people practice better sanitation	75% access to sanitation (JMP)
		Eco-friendly villages	○ people living in verified eco-friendly villages		
		Child-to-child behavior change	○ people in families of the children reached		
		Disaster resilient latrines	○ people using disaster resilient latrines		
		Sanitation marketing	○ people using quality sanitation products		
		New practices	To be determined		
75% access to water (JMP)	US\$13 million spent by UPs	Pay-for-use arsenic screening	Number of: <ul style="list-style-type: none"> <li>○ people consuming safer water (chemical)</li> </ul>	9 million people consume better water	90% access to water (JMP)
		Protection of tubewell casing	○ people consuming safer water (bacterial)		
		Disaster resilient ponds	○ people with resilient drinking water supply		
		Disaster resilient canals	Ha. crops/livestock with resilient water source		
		Low-cost rainwater harvesting	Number of people served with emergency water supply		
		New practices	To be determined		
Taka 10/cap own source revenue (C&AG)	US\$4 million spent by UPs	Open budget	Number of people (male and female) participating	90 million people benefit from better local governance	Taka 20/capita own source revenue (C&AG)
		Raising holding tax	Holding tax collection per capita		
		Women's forum	Number of: <ul style="list-style-type: none"> <li>○ women regularly participating in this forum</li> </ul>		
		Union Coordination Committee	○ providers regularly coordinated by UP		
		Union Information Center	○ people served with information		
		New practices	To be determined		

The horizontal learning process (including 'appreciative inquiry') is inclusive by design; it should safeguard, for the poor, minorities and women, an adequate voice in defining and choosing good practices for replication. For instance, a good practice already being disseminated includes the formation of 'Mohila Unnyan' (Women's Upliftment) Forum in about 15 percent of UPs involved in the HLP.

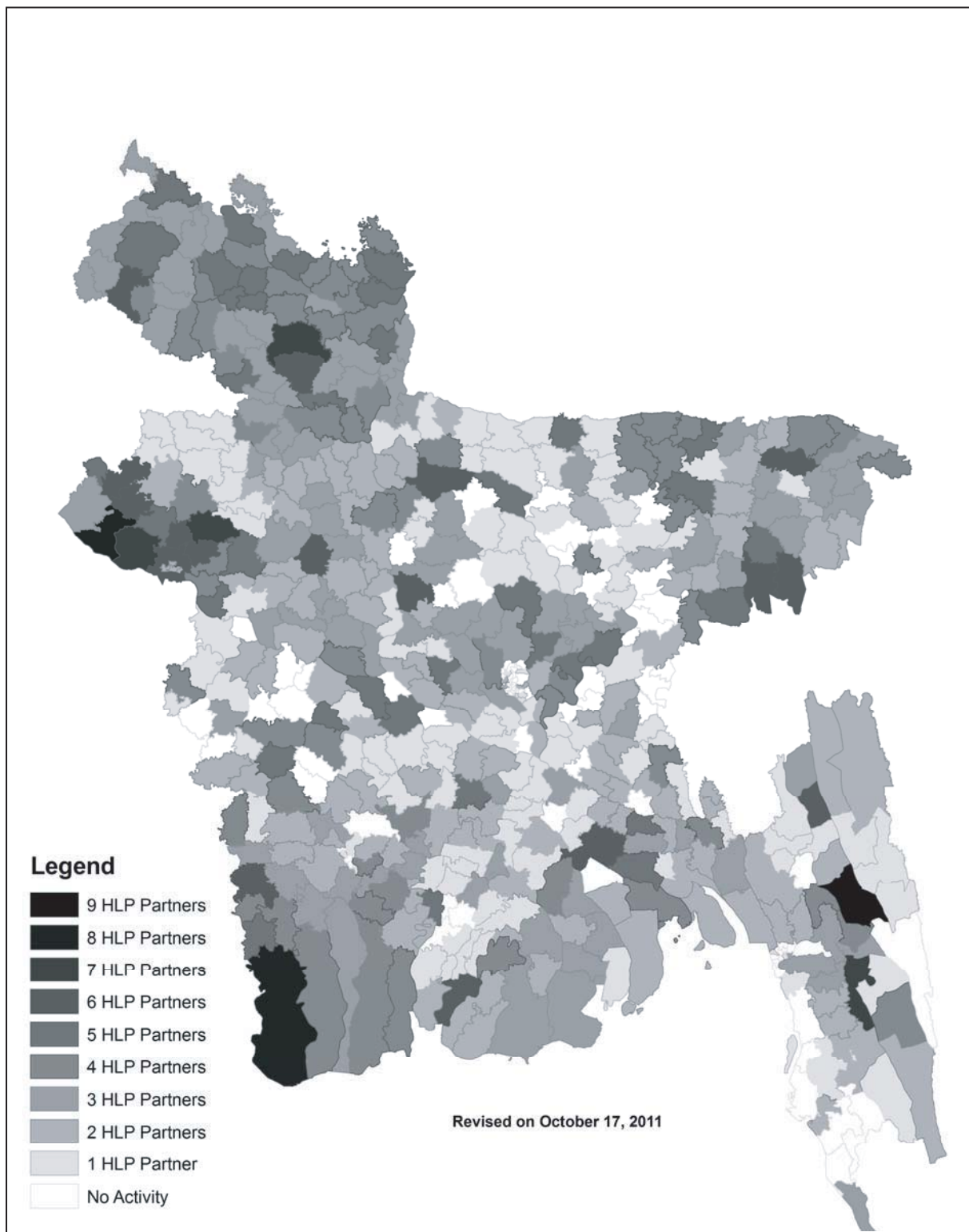
## 7. Area of Operation and Time Frame

### Geographical Area

The program's area of implementation will increase from the existing 31 upazilas (see the first map) working intensively with seven districts where multiple HLP partners are already engaged (see second map) to initiate the HLP process in all the districts in Bangladesh.

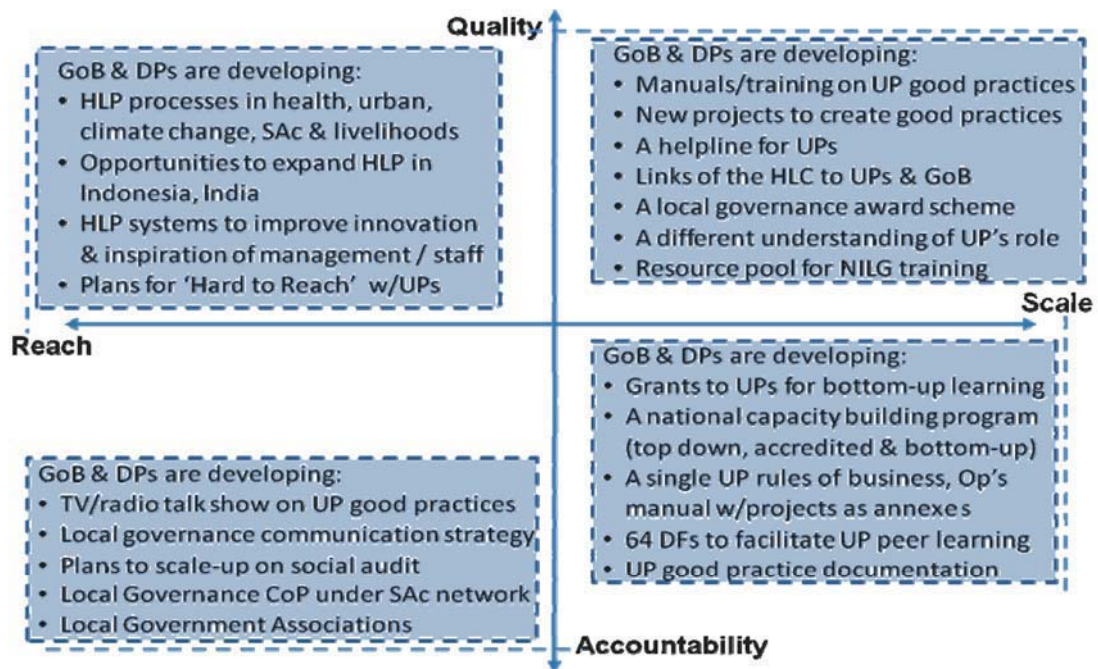


Through the HLP partners' network, the good practices from HLP are currently accessible to 3,400 UPs in more than 430 upazilas in 64 districts (see second map), thus indirectly enabling the promotion of the HLP's best practices. By engaging with all 64 districts to introduce the principles and processes of horizontal learning through the LGSP-II and the national capacity-building program, it is possible to extend this program in all 4,503 unions of rural Bangladesh.

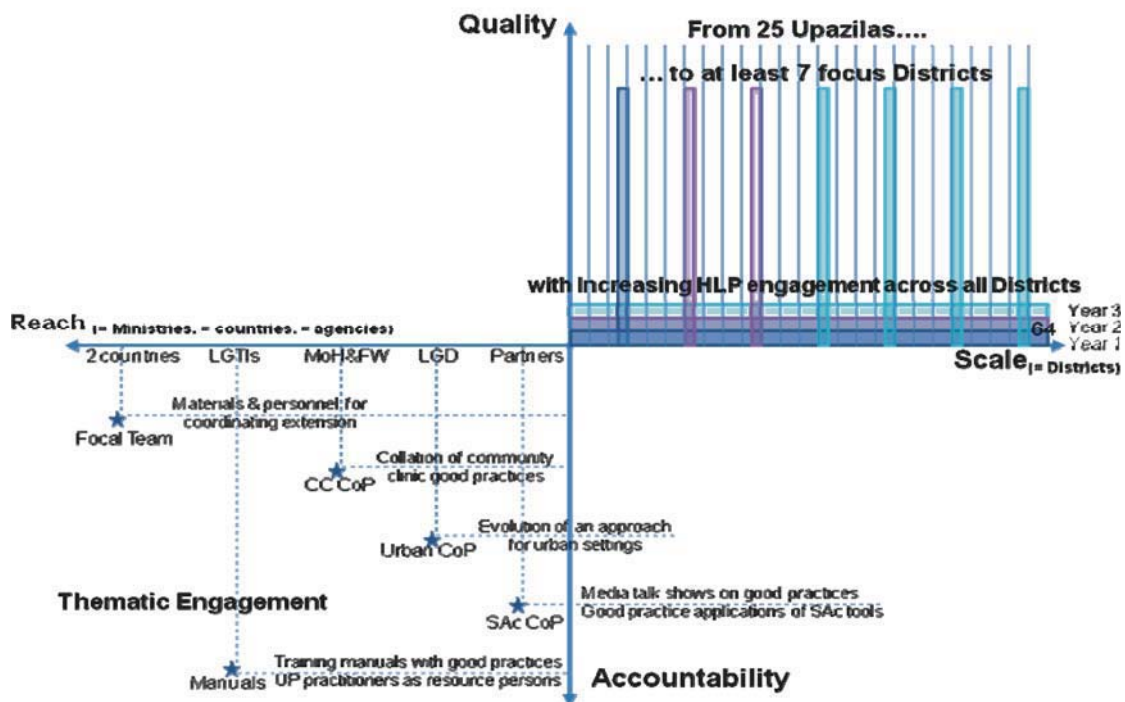


Project Phase and Long-Term Perspective

The HLP was initiated in November 2007 and this second phase will help to scale up, deepen, and consolidate this approach within the institutions of local service delivery in Bangladesh. The potential for scaling up in all districts of Bangladesh is occurring in response to the sector opportunities as shown in the figure.



This requires a more proactive role in advocacy at the national level and greater demonstration of a structure for scaling up at the district level. This should be achieved through the establishment of centers for horizontal learning at the district level and communities of practices on various themes.



The whole scaling-up intervention, starting in November 2011, is expected to last for six years with major support mainly from the SDC and WSP, including inputs from HLP partners. The replication of good practices, however, will be carried out by UPs by utilizing their own funds, as before.



## 8. Partners and Alliances

### 8.1 Implementing Partner and Project Stakeholders

#### Implementing Partners

The scaling up of the HLP will depend upon the active ownership of UPs and other local institutions. All replication of the costs of HLP will be provided by the UPs themselves; the support partners (including SDC through WSP) will only support the 'catalytic' activities to facilitate the scaling up of good practices.

#### Stakeholders

The success of HLP also depends how other HLP stakeholders are involved in this program to create a common platform for improving decentralized service delivery and improved local governance. The core strength and achievements of HLP partners are highlighted here.

Agency	Core Strength	Achievement
<b>GoB–Focal Agency</b>		
LGD	Policy direction on local government	UDCCM, Rules of business
<b>GoB–Other Agencies</b>		
BRDB	Well structured community cooperatives	Rural livelihood project
LGSU	M&E of WSS of local governments	Bringing policy changes to the PSU
MoH&FW	Huge deployment of low-cost manpower	Community clinics
NILG	Providing core training to URTs and UPs	Revised UP training manual
<b>Multilateral/Bilateral Agencies</b>		
AusAid	Support for the poor and most vulnerable by improving basic service delivery	Challenging the Frontiers of Poverty Reduction
JICA	Excellent good practice development across multiple ministries	UCCM, arsenic, CmSS good practice development
SDC	Providing various support to LGIs	Sharique, HLP
WB	Providing support to LGIs	LGSP and planning for LGSP-II
WSP	Bring the voice of practice to policy	CLTS and pay-for-use arsenic screening incorporated in government policy
<b>NGOs</b>		
AAN	Support to mitigate arsenic contamination through integrated approach	Research, development, training, and mitigation on arsenic problems under the umbrella of Arsenic Center
BTN	Support for private entrepreneurs to extend digital access to information	Nationwide network of private sector telecenters
CECRC	Support community-based cost-effective, good quality services for rendering health and eye care services	Provided services to almost 4.5 lakh people during October 2000–September 2011 in Rongpur Division and delivered about 25,000 surgeries in the field of eye sector to develop good vision
DAM	Training program development for behavior change	Development of BCC training manuals and materials
DASCOH	Community development with a broad GO/NGO partnership approach	Development of arsenic screening/registration practices with UPs
GAT	Support poor and marginalized people in better standards of living	Experiences in working with poorest families in six upazilas of Greater Noakhali
Green Hill	Community materials development for hard to reach areas	Hygiene/water programs for the Hill Tracts
IC	Structured piloting, publishing and monitoring of local governance interventions	Compendiums/modules/monitoring tools for strengthening local governance
JASUS	Local resource mobilization for service delivery	Doctor training, community clinic
MJF	Promotes 'human rights' and 'good governance' in Bangladesh	Training on governance, RTI, Social Accountability
MJSKS	Strong partnership with LGIs to ensure quality through training and monitoring	Tripartite written agreement with LGIs
MMC	Exposing unexplored rural capacities nationwide via grassroots journalists	Building grassroots community-based radio programs
NGO Forum	Strong upward and downward links to a countrywide network of NGOs	Countrywide mobilization for sanitation/water awareness
NRDS	Human rights and participatory governance, gender equity and service delivery	Building regional and national alliances (that is, campaign for good governance)

Agency	Core Strength	Achievement
Plan B	Community mobilization with a focus on child rights/protection	CLTS, C2C, eco-friendly villages
PRIP Trust	Strengthen local partners to improve social accountability of LGs	Implementing SAc tools (CC, CSC, RTI, Social Accountability)
RDRS	Federation of CBOs (of hard-core poor) and linking them with UPs	Inclusion of poor in the UP open budget process
Shushilan	Disaster response in the coastal areas in partnership with local governments	Development and advocacy of local good practices
VERC	Development of innovative bottom-up solutions	Education mainstream, social audit, CLTS, septic sludge
VSO	Promoting win/win volunteerism to benefit both volunteer and recipient	National/international volunteer mobilization on local governance
WaterAid	Supporting the most innovative practices in water, sanitation, and hygiene	CLTS, septic sludge management, slum connection, disaster resilience

## 8.2 (Local) Government Partnerships

The program works conforms with the Constitution of Bangladesh, the Local Government (Union Parishads) Ordinance, 1983, the Upazila Parishad Act, 2009 and other laws and guidelines that have a bearing on local government institutions. The ministry responsible for local governments is the MoLGRD&C. Within this ministry the LGD handles issues that relate to local governance and facilitates the HLP process.

At the divisional level, the office of the Director Local Government and at the district level the office of the DDLG are the representatives of the above ministry responsible for dealing with local government affairs. The introduction of DFs under the UPGP and the LGSP-II present an opportunity to decentralize the oversight of the horizontal learning process to the district level. This extension of the facilitation role at the district level is detailed below:

Activity	Description	Output	By
<i>Induction of DFs</i>	Enable UPs to brief DFs on horizontal learning and appreciative inquiry	DFs prepare a work-plan for HLP	WSP/HLC
<i>Upazila workshops</i>	Annual workshop for UPs to identify good practices and review replication	Lists of the five good practices with indicators	DF/HLC
<i>Good practice documentation</i>	Documentation of good practices by UPs/partners (that is, fact sheet)	Form of communication chosen by UPs and partners	UPs
<i>UP network workshops</i>	Forum for UPs to share and identify the good practices they want to see	Report identifying where to go and what to see	DF/HLC
<i>Exposure visits</i>	Joint undertaking to travel to learn the best practices of peers	Trip report with tentative budget for replication	UPs (10% BBG)
<i>District Working Team meetings</i>	Meeting of DFs and partners to review support for the HLP process	District Working Team minutes	DF
<i>Open budget meetings</i>	UPs discuss the allocation of budget to replicate the good practices of peers	UP budget book with good practice allocation	UPs (with citizens)
<i>HLP commitments</i>	Collation of budget books to calculate the UP allocation to HLP good practices	Report on UP allocation to HLP good practices	DF
<i>Good practice dissemination</i>	Local medium to raise awareness on the good practices of UPs	TV/radio talk shows on UP good practices	DF/HLC
<i>UPGP network workshop</i>	Forum for UPs to share and identify the good practices across UPGP	Report identifying where to go and what to see	DF/HLC
<i>Thematic workshops</i>	Forum for UPs to teach partners about the best practices replicated > 50 times	Learning notes on UP best practices	WSP/HLC
<i>SMS network</i>	System to send progress on replication to mobile phones of UP members	SMS messages	DF/WSP
<i>HLP results</i>	Collation of UP service data (against indicators) on good practices	Report on number of people reached with HLP good practices	DF

## 8.3 Collaboration—Interaction and Alliances

The program is an integral part of LGD's own program activities and is an integral part of the flagship LGSP-II project. The HLP thus has a comparative advantage of being acknowledged by the LGD and the ministry as a platform for exchanging lessons learned.

It will be good for the HLP to be linked with local government training institutes (LGTIs) and civil service training programs to make sure that lessons learned feed into the GoB's own training activities. The lessons learned from the HLP will also be shared by the WSP in Local Consultative Group meetings, in and around Bangladesh and other sectors to be leveraged from lessons learned on the ground.

## 9. Institutional Set-up, Responsibilities, and Project Organization

### 9.1 Implementation Agency

This proposal details a prospective four-year collaboration between the SDC and the WSP in Bangladesh over the period 2011 to 2015. It is proposed that the SDC will provide programmatic support to the WSP Bangladesh Country Program as indicated in the WSP Global Business Plan for Bangladesh.

### 9.2 Central Government, Local Government, and Partners

The HLP partners have identified their commitments for the scaling up of the HLP (see table below).

Agency	Commitment of Partners to Scale Up HLP
<b>GoB—Focal Agency</b>	
LGD	Facilitate HLP and provide policy support to good practices
<b>GoB—Other Agencies</b>	
BRDB	Promote HLP good practices (that is, scaling up of UDCCM)
LGSU	Integrate HLP data to monitor local government services data
MoH&FW	Facilitate the extension of HLP in community clinics
NILG	Incorporate best practices from HLP into course curricula and HLC located in NILG
<b>Multilateral/Bilateral Agencies</b>	
AusAid	Part of HLP Working Team member and support in review and progress of HLP
JICA	CoP (member) Community Clinic in two districts Resource Team (member) for extension of HLP in other countries Continued support to the HLP Secretariat (HLC)
SDC	Encourage partners to become members of HLP Training of LGTIs' faculty members (including HLP) Fellowship for journalists (including HLP) Reality show on UP good practices (including HLP)
WB	Collaborative development of a UP operations manual
WSP	Support for resource teams and CoPs Extension of HLP support to 64 DFs Back-up coordination support to the HLC Linking HLP with other initiatives
<b>NGOs</b>	
AAN	Build a model of safe water supply service by union and arsenicosis patient support through community clinic
BTN	Dissemination of good practices through telecenters Adaptation of HLP good practices
CECRC	Support extension and dissemination of HLP good practices through the Patient Screening Program (PSP) in the remote areas of Rangpur division and also assist UPs and the private sector to build awareness about the concept of HLP
DAM	Training/material development for LGTIs and 64 DFs CoP (member) on Climate Change Linking of CBOs with UPs
DASCOH	Coordination of HLP support activities (three districts) Extension of WASH good practices in hard-to-reach areas with LGIs
GAT	Provide support to Sonaimuri upazila for carrying out HLP
Green Hill	CoP (member) participatory planning CoP (member) SAc—raising voice of CBOs Coordination of HLP support activities (Rangamati)
IC	Financing of newsletter through the NILG CoP (lead) participatory planning

Agency	Commitment of Partners to Scale Up HLP
	Training/material development for LGTIs and 64 DFs Revision of the Compendium to include HLP circulars
JASUS	CoP (member) SAc—linking grassroot CBO voice to UP (Kamalganj) Extension in other districts
MJF	Cross link the lessons learned on Social Accountability, RTI, and other governance agenda
MJSKS	CoP (member) on community clinic
MMC	Resources center for networking of grassroots journalists Media kits/training for local journalists on local governance Promote innovative UP/media partnerships
NGO Forum	Dissemination of HLP good practices via print/electronic media Coordination of HLP support activities (Chittagong division) Extension of HLP amongst NGOs through the training network Extension of WASH good practices in hard-to-reach areas with LGIs Use of existing software for collation of data
NRDS	Provide support to Noakhali Sadar upazila for carrying out HLP
Plan B	CoP (member) on community clinic, urban, participatory planning
PRIP Trust	CoP (lead) SAc on local governance (Jamalpur) CoP (member)—Climate Change, Participatory planning, Gender Training/material development for LGTIs and 64 DFs
RDRS	Extension of HLP good practices through the Federation Dissemination of HLP good practices through community radio
Shushilan	CoP (member)—participatory planning CoP (member) SAc on the grassroots raising of voice Cooperation with municipal/UP Associations in Khulna division
VERC	Support NILG for the training of UPs Training/material development for LGTIs and 64 DFs CoP (member) SAc on Social Audit
VSO	Resource team (member) to link good practices to Help Desk Resource team (member) to extend HLP across countries Documentaries of HLP good practices
WaterAid	Extension of WASH good practices in hard-to-reach areas with LGIs CoP (member) urban w/ focus on WASH in small towns

### 9.3 Project Organization

*The Horizontal Learning Working Team* chaired by the Deputy Secretary (as the focal person from LGD) is responsible for the oversight of the HLP. In the upcoming phase it is intended that *the District Coordination Committee* will function as district-level working teams chaired by the DDLG and with the DFs as the member secretary. The DFs terms of reference for the UPGP and LGSP-II specifically include the facilitation of HLP activities.

*The Horizontal Learning Center* is the secretariat for the HLP and is responsible for the day-to-day support for the Program. The HLC is located in the NILG to enable the LGTIs to integrate lessons learned into the regular and special training courses for local governments.

*Local government institutions (LGIs)* will self-select to participate in the HLP with the issuing of a facilitation letter from the LGD. The identification of good practices will also be self-selected and replication will be dependent on self-selection in their respective annual plans and budgets.

*HLP partners* will participate to gain access to the HLP's good practices and contribute in order to utilize this platform to disseminate good practices for potential replication at scale. The participation of all HLP partners through the HLP Working Team enables partners to participate in oversight and enables partners' contributions to be recognized. The linkage of the HLP with other flagship projects such as the LGSP-II and UPGP will open up further opportunities for scaling up the HLP.

WSP will continue to provide back-up coordination support and assist the HLP to work as a platform to drive coordination from the perspective of the LGIs. The objective of this support will be to embed HLP processes and principles within the institutional arrangements of the government, projects, and partners.

### *Program Structure*

The HLP is led by UPs with program oversight initially facilitated from Dhaka; many of these activities, however, will be decentralized to the district level. The DFs supported by the World Bank's projects will facilitate the UPs with the back-up support of the HLC.

The HLC will create a core group of experts from the HLP partner agencies to provide back-up support to various UPs. Travel and other expenses of the core group will be borne by the WSP through the proposed program, although the actual staff costs will be borne by the respective agencies.

## **10. Means**

### **10.1 Core Competence**

A broad set of competencies are required at different levels and from different perspectives/themes to facilitate the institutionalization of the HLP process. These include:

- Knowledge on local governance and decentralization policies, trends, issues, and institutions in Bangladesh.
- Networking capacities linked to good knowledge management capabilities.
- Updated information on development partners' policies, strategies, and initiatives in relation to local governance.
- Experience in leadership, team building, human and institutional development/capacity building, coaching/backstopping, relevant training approaches, and participatory methodologies.
- Conceptual and analytical capacities to assess the development of the project in relation to its strategies, objectives, and context as well as develop relevant (new) approaches.

### **10.2 Human Resources**

#### *Project Resources*

The program has developed many of the competencies mentioned above during its first phase. However, the scaling up of the HLP requires the following additional resources:

- a) *WSP*: National and international resources will be mobilized to support the scaling up of the program. One task manager (international staff/consultant) will be dedicated for the scaling up of the HLP with overall guidance of an international staff as task team leader. The HPL task manager will manage a set of national and international short-term consultants to support the HLC and other activities.
- b) *HLP providers*: The HLP scaling-up phase will require the development of firms and/or NGOs as a supply chain. This will require the mainstreaming of the HLP processes and principles, resisting the tendency to impose implementation ideas from the outside.
- c) *HLP partners*: They have committed to mobilize their own resources in terms of staffing and technical support to scale up various activities of the HLP. As the scaling-up process moves forward it is intended that more HLP partners will join, thus adding a new range of inputs to HLP.
- d) *HLP alumni*: This will enable government officers and partners at the field and central levels to remain connected and create more linkages for the HLP. This mitigates the risk of losing expertise and actually creates more opportunities as officials and partners move to other departments and/or agencies.
- e) *HLP core group*: The group consists of a pool of resources comprising representatives from various HLP partner agencies to support the HLC.

The HLP will simultaneously explore both horizontal and vertical linkages with partners at the central, district, upazila, and union level. The HLP will also create various thematic groups to reflect the most replicated good practices. This will include Communities of Practice (CoPs) for (a) WSS Services; (b) Participatory Planning; (c) Social Accountability; (d) Gender; and (e) Community Clinics. These will deepen the knowledge base on various themes and forge links to relevant ministries and networks (that is, Affiliated Network for Social Accountability, CSR Alliance, Network for RTI, A2I).

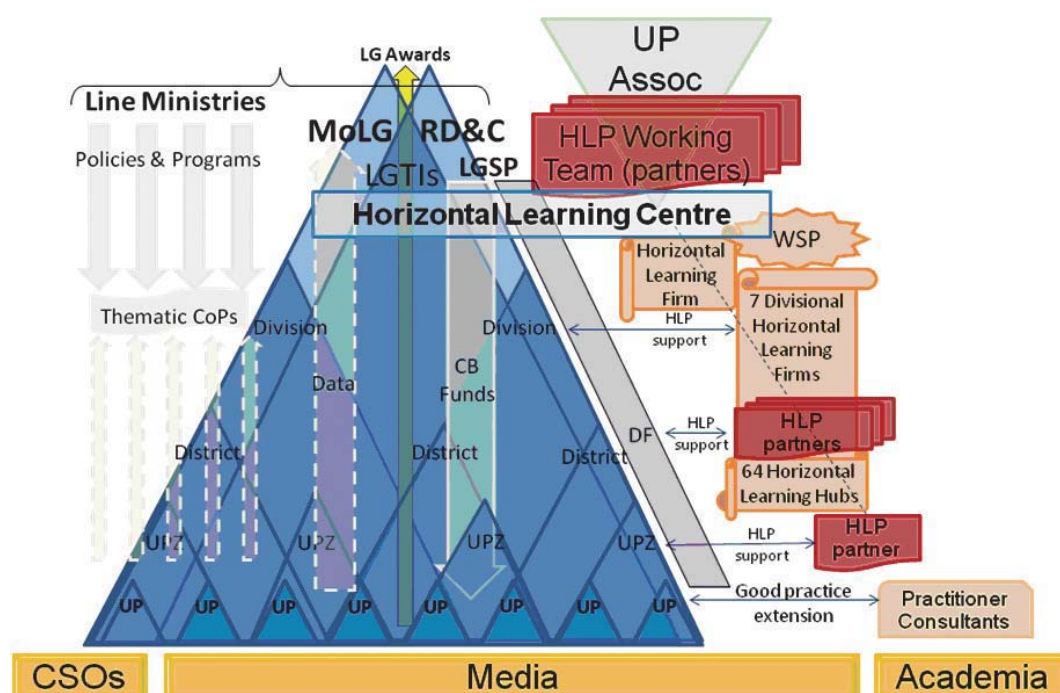
### 10.3 Financing

The whole scaling-up intervention, starting in November 2011, is expected to last for six years with major support mainly from the SDC and WSP, including inputs from HLP partners. However, the replication of good practices will be carried out by UPs by utilizing their own funds, as before.

## 11. Planning, Reporting, Monitoring/Controlling, and Assessment

### 11.1 Planning

Over the course of the project period it is intended to reform institutional roles and responsibilities to attend sustainability and internal accountability (see figure below).



What?	How?
Strengthening of the bottom-up accountability of LGTIs to build the most replicated UP practices into capacity-building programs.	Establishing the Secretariat for the HLP within LGTIs (i.e. NILG, BARD, RDA and BRDTI).
Development of a range of options for the extension of Horizontal Learning processes and AI principles.	Engaging with the private sector, NGOs, MFIs, projects, development partners, and training institutes (i.e. BPATC, BIAM) to extend AI principles and HLP processes.
Promotion of fiscal incentives to promote performance and innovation by UPs.	Supporting formula-based performance grants under LGSP-II (linked to good practices) and local governance award system (utilizing HLP peer review system).
Influencing line ministry policies and leveraging projects based on the experiences of UP good practices that are replicated multiple times.	Engaging with line ministries (i.e. Health, Disaster Management) on an opportunistic basis to learn from the good UP practices.
Harmonization of development partners around the replication of good local practices by UPs.	Allocating support roles to partners at the upazila level and networking support on the HLP working team.
Galvanizing the media to mobilize the polity to strengthen accountability for the replication of good practices.	Implementing a local government communication strategy with identified triggers designed to bridge academic discourse and civil society networks.
Developing sector capacity at the Central, Divisional, District and Upazila levels to facilitate horizontal learning processes.	Engage Horizontal Learning Firms and Hubs for extension services and support peer learning amongst these firms and hubs to validate their contribution.
Strengthening the accountability of support partners to the UPs under the HLP.	Support UP Associations to represent the good practices of members and exercise oversight of HLP working team.
Crowding-in of market-based mechanisms for the extension of peer-to-peer learning amongst UPs.	Support UPs to use <10% of their block grant for peer-to-peer learning and for the purchase of capacity from practitioner consultants within peer UPs.
Strengthening of the local government monitoring system to move away from the silos of project-based (self) reporting.	Collating data (from the top-down) against indicators defined by the UP proponent of good practices (from the bottom-up) and reviewed by their peers.

## 11.2 Reporting

At least six HLP Working Team meetings chaired by the LGD will be organized in 12 months; the minutes will capture the progress of work and will be signed by the LGD. Collaboration will be monitored and evaluated through progress reports and meetings between the SDC, WSP, and other donors. The reporting will be in line with the WSP's own reporting system and will be linked with the reporting cycle of the Multi-Donor Trust Fund (MDTF). Detailed activities and annual budgets are drawn up in conformity with WSP Bangladesh Results Framework. Reporting shall comprise annual progress reports, unaudited financial reports, and final project completion report as required under the MDTF. The WSP shall monitor and report disbursements at an aggregate level which means that budget allocations from other donors to the Bangladesh WSP program is the current best estimate but may vary. The financial reports will be provided by WSP Headquarter to the SDC, according to the global agreement between WSP and SDC.

## 11.3 Monitoring/Controlling

A set of monitoring indicators has been developed by UPs. The most replicated good practices shall be collated with more indicators added as the HLP scales up. A regular update on the progress of replication will be captured through these indicators collected through the upazila offices. It is intended that this will be uploaded in a database which will eventually be integrated with that of the Policy Support Unit. Qualitative and quantitative results will be captured in various forms (such as two-minute videos, fact sheets, learning notes, case studies) and reflected on the HLP web site (soon to be linked with the LGD's official web site). In addition, the most replicated good practices will be studied and analyzed by a third party academic institution to identify the challenges.

## 11.4 Assessment

A process of self-evaluation will be determined by the HLP Working Team to take place at the mid-term of the program. Outcomes will be continuously monitored and will provide the information necessary for taking appropriate decisions.

An external evaluation will be conducted during the third year of the program, to assess the achievements of the program as well as to identify possible remaining problems and responses to changes in the context. The evaluation conclusions should highlight the way the HLP could be continued or phased out.

## 11.5 Roadmap and Future Directions

The scaling up of the HLP will occur in three dimensions. The **first dimension** will be the expansion of coverage to seven districts in each of the seven divisions in Bangladesh to capture local innovations and replications. The **second dimension** will be expanding the concept of the HLP within the HLP partners' network. The existing 27 partners cover 2,860 UPs (covering almost 86 million people) in Bangladesh through their projects/programs. The HLP will work with each partner to orient its field staff to apply HLP strategies in its areas and link them with the HLP to ensure quality. This will include linking to the major projects of the LGD and other respective line ministries. The **third dimension** is to deepen the HLP by introducing ward-to-ward exposure visits and potentially to link with some reward system (a concept is under consideration for funding through the Japan Social Development Fund (JSDF)) for best performance in replication of good practices, and incorporate lessons learned into main HLP UPs. The HLC resource pool (consisting of 150 people from stakeholders formed by the NILG), HLP core group, HLP Working Team, HLP service providers (private sector) and HLP partners will provide back-up support to all UPs in understanding, planning, and replicating good practices.

Under the HLP, accountability and effectiveness in improving service delivery and good governance by UPs through the replication of good practices will not be monitored from the top by partners and/or upazilas. Instead, the HLP will deploy peer review missions and various communication tools (for instance, reality shows, radio programs, SMS networks, community radio, journalists forums, and so on) to capture the effectiveness of these practices and drive accountability by sharing with citizens and peers. Good practices that are replicated more than 50 times shall be researched by the NILG in collaboration with renowned research institutions. The entire program will be led by UPs, facilitated by the LGD, coordinated by the HLC with the back-up support of the WSP and other HLP partners.

## 12. Risk and Potential Assessment

### 12.1 Risks

As the roles of UPs with regard to water and sanitation are firmly enshrined in relevant laws and ordinances, there is little risk from a sudden change of context or from active resistance from the concerned line ministries or the bureaucracies at upazila and district levels. We expect a key ingredient to the HLP scaling up—central budget block grants to UPs—to be continued and further expanded over the coming years. The openness of the LGD and the national training institutions to institutionalize good practices has been demonstrated by the dissemination of some of them through circulars and their inclusion in curricula.

The two main risks relate to maintaining the quality of the HLP under rapid expansion, and the effective and successful facilitation of a market-based delivery model. It will be important to maintain the quality of the HLP model by adhering strictly to core principles (demand-based, inclusive), which will be essential for maintaining the voice of the poor and women, and to avoid falling into a supply-driven approach. In addition, further risk analysis has been made along with mitigation strategies.

Assumptions	Risk Management Strategy
Relevant government agencies, external support agencies and NGOs would give equal emphasis on the need for collective mutual learning for strengthening the capacity of LGIs in planning and implementation of water supply, sanitation, and other services.	The UP experiences and lessons learned captured through the HLP will continue to motivate other stakeholders. The Working Team, consisting of partners and chaired by the LGD, will further create critical mass to bring forward the agenda strongly.
UPs shall be allowed to function with adequate authorities to plan and implement their own replication activities.	This scaling up of the program was proposed by UPs and HLP partners. The roles for the scaling up of the HLP is based on commitments from each of the partners, which will be further discussed at the ministry under the leadership of the LGD's secretary. This will seek to not deviate from the "basic principle" of the HLP not to "impose anything" on UPs for replications of good practices.
GoB commitment shall continue even if the present government changes.	Program will achieve most of its outcomes within the present government tenure.

### 12.2 Potential and Opportunities

- *The union and upazila parishads have responded well to the initiatives of the program. There is eagerness to access program resources to improve the functioning of local governments.*
- *The NILG, along with the BARD and the RDA have developed a National Basic Capacity Building Program for UPs that encompasses mandatory training, elective training, and horizontal learning.*
- *The National Basic Capacity Building Program prioritizes the identification and validation of existing good practices, the sharing and selection of good practices for replication, and the elevation of the most replicated good practices to reform policies and programs.*
- *The NILG has started providing training to newly elected UP representatives in which the HLP and its good practices will be shared.*
- *The LGD is now preparing a Local Governance Communication Strategy to guide communication and information sharing between HLP partners and among UPs.*
- *The HLP is planned to be integrated with LGSP-II to utilize the HLP platform for peer learning which will help with scaling up. Therefore, there are always opportunities for remaining unions outside the HLP to be included in this platform along with new developing partners to create a critical mass for expanding the HLP nationwide.*



- *Donor coordination* is high on the agenda of many agencies, which can contribute to better support to the central government to make necessary legal and institutional changes to strengthen local governance.

The comparative advantages and disadvantages of the program are:

- The *clear profile* of the program and its recognized hands-on experiences can be seen as a comparative advantage.
- The *flexible nature* of the program to respond quickly to emerging opportunities is another comparative advantage.
- The *project's design to collaborate and complement major livelihood programs of various HLP partners* enables it to link with established community groups with good relationships to the UPs at the local level.
- *Being part of a larger local governance portfolio*, the program has the advantage to benefit from other initiatives of the GoB and development partners, to influence those and to see its experiences utilized in policy dialogue with the government.
- The *lack of formal working relations with the central government* is one of the major comparative disadvantages, making it more challenging to feed program experiences into policy discussions.

## Appendix A: Log Frame

**Overall Goal:** The development goal is to contribute to reform the relations of accountability between consumers and providers, citizens and local governments, local and central governments, projects and partners to ensure improved water and sanitation services for all.

Hierarchy of Objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	External Factors (Assumptions and Risks)
<b>Impact (Overall Goal)</b> The development goal is to contribute to reform the relations of accountability between consumers and providers, citizens and local governments, local and central governments, projects and partners to ensure improved water and sanitation services for all.	<b>Impact Indicators</b> 30 percent reduction in the distribution of death due to diarrhea  Local government expenditure as a percentage of total public expenditure increased by 100 percent.	DHS and MICS (Baseline: percentage distribution of death in 2004 due to diarrhea = 3.76).  SFYP and LG Audit Data (Baseline: Local government expenditure = 2 percent of total public expenditure).	<b>Assumptions and Risks</b> Reformed relations of accountability will result in improved development outcomes.
<b>Outcome</b> The project will contribute to improvements in the quality and reliability, affordability and sustainability of water supply and sanitation in all 4,500 UPs in Bangladesh.	<b>Outcome Indicators</b> Access to improved sanitation increases from 51 percent (JMP 2009) to 75 percent (JMP 2015). Access to improved drinking water supply increases from 75 percent (JMP 2009) to 90 percent (JMP 2015). Downward accountability of UPs increased through a 100 percent increase of own source revenues from an average of 10 taka/capita (2010).	Bangladesh Bureau of Statistics (Data source 2004).  Bangladesh Bureau of Statistics (Data source 2004).  Allocation of Own Source Revenues by UPs (Source: LGD Management Information System system [under preparation]).	<b>Assumptions and Risks</b> Strengthening the ability of good local government practices to reform policy will result in improved quality of access to water and sanitation.
<b>Intermediate Outcomes</b> <b>Intermediate Outcome 1:</b> Capacity of public and private service providers increased to respond to the demands of consumers for safe drinking water and improved sanitation.	<b>Intermediate Outcome Indicators</b> 700,000 handpumps screened for arsenic and/or protected against bacterial intrusion serving 8.5 million people.  Improved environmental sanitation options (quality latrines, composting, and drainage) serving 6 million people.	<b>Data Sources/Mean of Verification</b> HLP/PSU Database (Baseline: 80,000 tubewells screened/protected for 1.6 million people, September 2010).  HLP/PSU Database (Baseline: Access to improved sanitation for 1.2 million people in 85 UPs, September 2010).	<b>Assumptions and Risks</b> The best practices already identified by UPs will be prioritized by new UPs voluntarily allocating their own funds for the replication of these good practices.

Hierarchy of Objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	External Factors (Assumptions and Risks)
<p>5,000 improved water devices in hard-to-reach and/r disaster-prone areas serving 0.5 million people.</p> <p>All UPs raise own source revenues through carrying out participatory plans (through Open Budget Meetings).</p> <p>UPs allocate US\$30 million for the replication of good water supply and sanitation practices.</p> <p>UPs ensure greater effectiveness of National Building Agency funds through the replication of Union Development Coordination Committee meetings.</p> <p>Local government policy reforms on water supply, sanitation, and local governance based on the most replicated best practices of UPs.</p> <p>Partnership of local government training institutions (NILG, BARD, BARDTI, RDA), research institutions (BUET, universities) for scaling up of good practices under the HLP.</p> <p>Policy reforms in other ministries (Health, Establishment, and Disaster Management) based on the principles and practices emerging from Horizontal Learning.</p>	<p>5,000 improved water devices in hard-to-reach and/r disaster-prone areas serving 0.5 million people.</p> <p>All UPs raise own source revenues through carrying out participatory plans (through Open Budget Meetings).</p> <p>UPs allocate US\$30 million for the replication of good water supply and sanitation practices.</p> <p>UPs ensure greater effectiveness of National Building Agency funds through the replication of Union Development Coordination Committee meetings.</p> <p>Local government policy reforms on water supply, sanitation, and local governance based on the most replicated best practices of UPs.</p> <p>Partnership of local government training institutions (NILG, BARD, BARDTI, RDA), research institutions (BUET, universities) for scaling up of good practices under the HLP.</p> <p>Policy reforms in other ministries (Health, Establishment, and Disaster Management) based on the principles and practices emerging from Horizontal Learning.</p>	<p>HLP/PSU Database (<i>Baseline: 169 disaster resilient ponds for 200,000 people in 12 UPs, December 2010</i>).</p> <p>UP Annual Budget Booklets (<i>Baseline: 202 UPs undertaking open budgets in FY-11</i>).</p> <p>UP Annual Budget Booklet and UP resolutions (<i>Baseline: US\$1.9 million allocated by 220 UPs in FY11</i>).</p> <p>Periodic reports submitted by UNOs to LGD and WSP.</p>	<p>LGIs encourage citizen participation to develop water supply and sanitation strategies.</p> <p>Mind-set and leadership developed in new UPs and upazilas for effective coordination and ensuring services.</p>
<p><b>Intermediate Outcome 3:</b> Capacity of national government is increased to review and adopt new policy framework from scaling up of good practices and also develop performance database system in safeguarding minimum water supply and sanitation services for all.</p>	<p>Local government ministerial orders, decrees, directives, memos, and circulars based on advocacy from the replication of good practices through HLP.</p> <p>Research publications of Universities and training curricula of LGTIs based on most replicated best practices of UPs.</p> <p>Memos and circulars of line ministries based on the process and good practices developed through the HLP.</p>	<p>Government maintains its manifesto commitment to 100 percent water supply and sanitation coverage by 2013.</p> <p>Government leads the meetings and encourages expanding partnerships for providing pro-poor rural service delivery.</p> <p>Government accepts the field level learning in developing policy framework.</p>	<p>Government maintains its manifesto commitment to 100 percent water supply and sanitation coverage by 2013.</p> <p>Government leads the meetings and encourages expanding partnerships for providing pro-poor rural service delivery.</p> <p>Government accepts the field level learning in developing policy framework.</p>

Hierarchy of Objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	External Factors (Assumptions and Risks)
Outputs (Per Outcome) and Costs		Assumptions and Risks	
<b>For IO 1:</b> Capacity of public and private service providers increased to respond to the demands of consumers for safe drinking water and improved sanitation.			
Output 1 Extension of good practices in water supply (pay-for-use arsenic screening; protection of handpump casing, and disaster resilient ponds), sanitation (CLTS, C2C behavior change, eco-friendly village), and local governance (open budget, raising holding tax).	Upazila and network workshops for the identification and extension of good water, sanitation, and local government practices.	Upazila and network workshop reports on good practices and indicators.	The best practices already identified will be prioritized by new UPs through the allocation of their own funds for replication.
Output 2 Peer review missions organized by UPs to review and monitor the progress of replication by new UPs.	More than 20 peer review missions organized per year to review the progress of replications and upload 20 peer review mission reports and/or findings in the HLP web site and HLP/PSU database.	UNOs will verify each mission findings and will be integrated in HLP/PSU data bank.	PSU and LGD will take the lead in organizing and facilitating these peer review missions with support from HLP partners.
Output 3 Capacity of CBOs, as well as private and public service providers increased by participating in the horizontal learning process.	30 percent increase in number of CBOs, as well as private and public service providers engaged in water supply, sanitation, and waste management at UP level in HLP areas.	HLP/PSU Database: <i>(Baseline: 61 entrepreneurs in 12 UPs, December 2010)</i> .	The principles of appreciative inquiry draw entrepreneurs into win/win relations with UPs to enable the replication of their good practices.
<b>For IO 2:</b> Capacity of local government institutions strengthened to ensure the delivery of safe drinking water, improved sanitation services and hygienic practices to all, including poor and poorest women and men in a transparent manner.			
Output 4 People's voice incorporated by UPs in improving safe water and sanitation.	UPs allocate own resources (people's contribution) for replication of water supply and sanitation good practices and ensure accountability of NBD activities by conducting UDCCM.	UP Annual Budget Booklets ( <i>Baseline: 220 UPs in FY-11</i> ).	LGIs encourage citizen participation to develop water supply and sanitation strategies.
Output 5 Learn and replicate good practices (UDCCM, Women's Forum, LG Association, and so on).	Exposure visits, workshops, and roundtable meetings for the review of good practices.	Periodic reports submitted by UNOs to LGD and WSP.	Mind-set and leadership developed in new UPs and upazilas for effective coordination and ensuring services.
Output 6 Third party in-depth study to obtain evidence of success and failure prior to recommending	Joint research and training for environmental sanitation management and water safety planning.	HLP Working Team's minutes and NILG reports.	LGD takes lead for collective research activities under the HLP.

Hierarchy of Objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	External Factors (Assumptions and Risks)
<b>For IO 3:</b> Capacity of national government is increased to review and adopt new policy framework from scaling up of good practices and also develop performance database system in safeguarding minimum water supply and sanitation services for all.			
Output 7 Support for identifying critical rural water supply and sanitation solutions under the HLP.	Thematic workshops to share lessons learned on replicated good practices and recommend policy reform.	Advocacy notes prepared on the basis of replication of good practices through the HLP.	Government maintains its commitment to achieve 100 percent water supply and sanitation coverage by 2013.
Output 8 Strengthened connection of central and local government to enable greater autonomy with accountability for quality WSS service delivery.	Organize exposure visits for high-level decision makers and professionals for better understanding on decentralized service delivery.	Back-to-office reports and/or meeting the press/news articles.	Government accepts the field level learning in developing policy framework
Output 9 Knowledge management for the generation and synthesis of innovative solutions to water and sanitation problems.	Partnerships of local government training institutions (NILG, BARD, BARDTI, RDA) and research institutions (BUET, universities).	Minutes of the meeting stating new partnership arrangements.	Government leads the meetings and encourages expanding partnerships for providing pro-poor rural service delivery.

## Appendix B: Profiles of HLP Partners

HLP Partners	Comparative Advantages
<b>GoB—Focal Agency</b>	
<i>LGD</i>	The Local Government Division (the LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) is providing support to the LGIs and is involved in implementing a number of pilot projects, such as the Sirajganj Local Government Development Project and the Participatory Rural Development Project, to test initiatives on fiscal devolution and reforms of local government system with active community participation. The experiences gained from the pilots revealed that community participation could result in a higher level of accountability, an improved quality of service delivery as well as a low level fund leakage. The Local Governance Support Project is assisting government to consolidate the first steps towards strengthening elected UPs, through expanding the size of the block grant and institutionalizing mechanisms of community accountability. The success of this intervention is setting the stage for a more systemic strengthening of systems of local governance, through expanding the functions and resources provided for UPs, further expanding their capacities, and entrenching community participation and oversight in local decision making processes. The credit is thus the first step in a longer term initiative to expand the coverage and quality of basic local services, particularly with regard to the Millennium Development Goals (MDGs), and improved local governance. The overall strength of the LGD is to provide policy direction on local government. In the HLP, the LGD facilitates the entire program and provides policy support for scaling up and mainstreaming good practices.
<b>GoB—Other Agencies</b>	
<i>BRDB</i>	Bangladesh Rural Development Board (BRDB) is the prime public sector organization working for 'Rural Development' and 'Poverty Alleviation' under Rural Development and Cooperative Division (RD&CD) of the MoLGRD&C of the Government of the People's Republic of Bangladesh. The BRDB's effort is to establish linkages among different stakeholders of the BRDB such as functionaries, beneficiaries, line departments, ministries, agencies, and donors and other agencies. The strength of the BRDB is well-structured community cooperatives. Under the HLP, the BRDB will promote HLP Good Practices, especially the scaling up of Union Development Coordination Committee Meeting (UDCCM).
<i>NILG</i>	National Institute of Local Government (NILG) is the only mandated local government capacity-building institute which is engaged in a process of training and research to make the local governments strong, effective, dynamic, popular and, service oriented. The main objective of the NILG is to improve the knowledge, skills, and attitude of local government functionaries by providing professional training on various laws, rules and regulations, development and service delivery management. In addition, the NILG also organizes a number of need-based short courses and orientation programs for public representatives every year. It also organizes special training courses in collaboration with the concerned ministries and various organizations. The Institute tries to develop <i>esprit de corps</i> among the trainees so that they can think, plan, organize, and work as a team. The Institute has responded to the challenges of the modern times. The HLC, HLP Secretariat, is based in the NILG since December 2010.
<b>Multilateral/Bilateral Agencies (names are in alphabetical order)</b>	
<i>AusAid</i>	Australia's aid program to Bangladesh focuses on helping the poorest and most vulnerable. It does this by improving service delivery in education, maternal and child health, water and sanitation; improving the livelihoods of the extreme poor; and providing humanitarian assistance. In partnership with the Government of Bangladesh (GoB), civil society organizations and other donors, Australia is contributing to the improvement of school-level management of both formal and informal primary education, maternal

HLP Partners	Comparative Advantages
	<p>neonatal and child health (MNCH) project, and extreme poverty program. This poverty program aims to improve the livelihoods of the extremely poor through the provision of productive assets such as cows, goats, poultry, and seeds for agricultural activities. The program also provides skills development training, a daily stipend until participants start earning an income, basic health care, and legal support. The income of program participants increased by 15 per cent in one year from 2007 to 2008. In 2009–10, Challenging the Frontiers of Poverty Reduction helped 72,000 extremely poor families. About 98 percent of participants who completed the program in 2004 remained above the extreme poverty level in 2008. AusAid's engagement with the HLP will bring good practices related to the above areas and will enrich the HLP.</p>
<i>JICA</i>	<p>As the world's largest bilateral development agency as well as an executing agency of Japanese Official Development Assistance, Japan International Cooperation Agency (JICA) combines three tool of assistance—technical cooperation, concessional loans, and grant aid—to meet the needs of people living in developing countries. With the vision of 'Inclusive and Dynamic Development', JICA sets a strategy of focusing on three prioritized goals—Economic Growth, Social Development with Human Security, and Governance—for poverty reduction through sustainable development in coordination with development partners and with a focus on climate change as an emerging issue. JICA has been an active partner of the HLP since the latter's inception. JICA's partnership with the HLP started with the water and sanitation sector, especially arsenic mitigation, and has evolved to local governance as well as health sector. Some components under JICA's technical cooperation projects have been identified as good practices under the HLP process, and one of them, Union Coordination Committee Meeting, has been institutionalized to the system of local governance in Bangladesh through the joint efforts of all the HLP partners. JICA extends its support to the HLC, the Secretariat of the HLP in NILG, as well.</p>
<i>SDC</i>	<p>Swiss Agency for Development and Cooperation (SDC) has a substantial program in Bangladesh with an aim to achieve an effective and sustainable poverty reduction in this country. During the last few years' work, the SDC felt that Bangladesh has made huge progress in the previous few decades, notably in population control, food security, child mortality, malnutrition, and access to education. However, poverty reduction remains a major challenge. The SDC Cooperation Strategy Bangladesh 2008–12 addresses two major challenges: governance and the increasing gap between rich and poor which implies a growing number of extreme poor in the country. The Cooperation Strategy focuses on the two thematic areas on employment and income generation, and local governance. Both thematic areas and the lines of action are aligned with the Bangladesh government's Poverty Reduction Strategy. Disaster Risk Reduction is also incorporated in the Cooperation Strategy as a special theme. The recently approved despatch of the Federal Council to the Swiss Parliament regarding the increase of the official development assistance (ODA) to 0.5 percent of the Gross National Product (GNP) by 2015 creates the opportunity and provides the conceptual framework for a further contribution and expansion of SDC-supported water supply and sanitation projects/interventions in Bangladesh. In Bangladesh, the Water and Sanitation Program (WSP) has initiated the HLP since November 2007, largely financed by the SDC. The SDC now has the opportunity—in collaboration with the WSP and the HLP partner organizations—to bring the Learning Program to scale by institutionalizing this approach within Bangladesh. This process of the HLP has already begun with strong leadership from the LGD, MoLGRD&amp;C, and the NILG. The institutionalization of the HLP offers a local governance approach to enhance the effectiveness of increased Swiss development aid for drinking water and sanitation and climate change to impact development outcomes in rural Bangladesh.</p>
<i>WB</i>	<p>Bangladesh is one of the largest recipients of support from International Development Association (IDA), the World Bank's (WB) concessionary arm.</p>

HLP Partners	Comparative Advantages
	<p>Since 1972, the World Bank has committed more than \$15 billion support to the GoB to reduce poverty and improve the lives of the people. The World Bank works in close partnership with the GoB and always aligns its programs and projects with government priorities. The World Bank also works closely with other development partners, nongovernmental organizations, civil society, academia, and other stakeholders. All support and projects are developed in close consultation with the government and the people of Bangladesh. The World Bank currently has a portfolio of 27 active projects with a net commitment of \$3.61 billion. The projects utilize local knowledge and expertise. Several projects have actively involved the local communities in design and implementation.</p>
WSP	<p>The Water and Sanitation Program's (WSP) South Asia office is managed by a regional team leader who is accountable to the program manager in Washington. The Bangladesh Country Team (BCT) reports directly to a regional team leader. The BCT has developed the 'Bangladesh Result Framework' for the period 2011–2015 to support the GoB to scale up safe water and sanitation services with greater focus on the poor. The global result areas to which this shall contribute are (a) improving the policy and regulatory framework; (b) strengthening capacities of local government; and (c) improving performance of the service providers. The WSP Bangladesh program is aligned around three of the WSP's global pillars: (a) Supporting poor-inclusive WSS sector reform; (b) Targeting the urban poor and improving services in small towns; and (c) Sustainable services through domestic private sector participation. The WSP helps the HLP by supporting poor inclusive WSS sector reform and linking with various partners assisting in addressing refining policy on the basis of replicated good practices in HLP.</p>
<b>NGOs (names are in alphabetical order)</b>	
AAN	<p>The Asia Arsenic Network (AAN) is a nongovernmental and nonprofit-making organization founded in Japan in 1994. Since 1997, it has been working in Bangladesh. It envisions a world where the people of arsenic-contaminated area have been empowered to tackle arsenic problems and the arsenicosis patients are properly managed. In Bangladesh, it has been mainly working on arsenic issues with its diverse experience and interdisciplinary expertise on the community, hydrogeological setting, technical know-how of safe water devices, and management of arsenicosis patients since 1996. The AAN is staffed with experienced persons on community development, hydrogeology, engineering, chemistry, and public health. It conducts its activities in an integrated approach which develops the community through PRA, judges the community's needs and builds up ownership through users' share collection. Then it conducts a hydrogeological feasibility survey, constructs the safe water devices, and finally makes sure the sustainable maintenance of the safe water devices. Together with this, arsenicosis patient management is carried out. It does not forget to integrate LGIs and line agencies to implement activities and to carry on the good practices produced from any project. All these activities are done under the umbrella of Arsenic Center which works as a junction bringing together the people of the world with the aim of supplying safe water to the poorest and grassroot community.</p>
BTN	<p>Bangladesh Telecenter Network (BTN), a partner of e-Governance and Development project of the UNDP, is going to launch an online platform for its members to share knowledge products and foster solutions for citizen services. BTN, the umbrella organization of the telecenter practitioners in Bangladesh, shared its expectations and contributions regarding the online platform and clearly outlined the benefits of the online platform. Once the online platform was launched, the members of BTN could make public their views, knowledge products, and news on the web site. The core strength of BTN is to support private entrepreneurs to extend digital access to information. Under the HLP, the BTN can disseminate good practices through telecenters and adapt HLP good practices to make them more reader friendly.</p>
CECRC	<p>Community Eye Care and Research Center (CECRC) was established in</p>



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	<p>August 2000, in Ashratpur, Rangpur, to fight against blindness and low vision. It is a nonprofit, community-based, nongovernmental organization that is committed to providing quality ophthalmic care to the people of Rangpur Division (that is, Rangpur, Gaibandha, Kurigram, Lalmonirhat, Nilphamari, Dinajpur, Thakurgaon, and Panchagor) as well as other areas in Bangladesh. The CECRC express its true commitment towards the 'VISION 2020: The Right to Sight' concept—the challenges are eye diseases' control focusing on cataract, refractive error and low vision, childhood blindness, corneal blindness, and diabetic retinopathy; human resource and infrastructure development and increasing public awareness. The CECRC dreams of a society free from health hazards, especially eye diseases, including environment and waterborne diseases, and HIV-AIDS. The goal of the CECRC is reduction of poverty through promoting eye health awareness in Rangpur Division to prevent eye diseases and other sensitive health hazard issues. It supports the underserved poor community people through curative interventions, especially for cataract blindness, childhood blindness, refractive error, and low vision.</p>
DAM	<p>Dhaka Ahsania Mission (DAM) pursues a mission to create conditions for increased access of the target groups and the communities within which they live, to public and private services and enhance capacities of such communities to maximally utilize such services, particularly in the four interconnected areas of education, livelihood, health and human rights and social justice, with environment being a crosscutting theme. Beginning initially with mostly philanthropic programs, the DAM gradually emerged as a nationally and internationally well-accepted nonprofit and nongovernmental development organization working on a wide range of diversified innovative activities in different areas of development at not only the grassroots but national and international levels as well. In the mid-1970s, the DAM made paradigm shift from welfare to development approach with program operation primarily in education and human development sectors. Over the years, the DAM has diversified its development interventions with expansion of program coverage both geographically and in population. With its multifaceted and diversified programs and activities, it is now in a very unique position among many development organizations in Bangladesh to work with the people, particularly the disadvantaged, with need-based services towards improving their living conditions. The strength of the DAM related to local governance and water supply and sanitation sector is to provide training program development for behavior change. Besides this, it has intensive field-based activities with a number of innovative projects. The DAM has agreed to provide inputs to the NILG for developing training material for LGTIs and in collaboration with other HLP partners and agencies will provide orientation training on the HLP to newly recruited District Facilitators, coordinate community of practice on climate change and linking CBOs with good practices evolved from UPs under the HLP.</p>
DASCOH	<p>Development Association for Self-reliance, Communication and Health (DASCOH) is a nongovernmental and nonprofit organization. Utilizing local knowledge of the people at the grassroots level and also available resources at the local level, DASCOH has put forward an alternative participatory development process. It has developed a trained workforce that has professional learning as well as the capacity of being flexible in decision making. DASCOH is using a coaching method to develop human capital and thus helping to develop the capacity of LGIs, which is reflected in project planning and management with local government, private sector, donors, and the community. Currently, it operates two projects, the Sustainable Solution for the Delivery of Safe Drinking Water and the Public Health Project Rajshahi. DASCOH is providing innovations in arsenic screening, handpump registration, arsenicosis patient management, water safety plans in hard-to-reach areas such as, in Barind and Hoar areas, which are water depletion and flood-prone areas. Therefore, DASCOH has all comparative advantages for working on the above areas with gender and inclusion as</p>

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	crosscutting issues and facilitating union parishads to linking these good practices within the HLP.
<i>GAT</i>	Gandhi Ashram Trust (GAT) is a philanthropic development organization working in Noakhali. Inspired by Mahatma Gandhi's visit in 1947, it has applied the Gandhian philosophy of development, peace, and social harmony to uplift living conditions of the rural poor, especially women, in the surrounding areas. Since its inception, the GAT has been working for the rural poor, especially for women, in the designated area of the Ashram. It has two functions: development and charitable activities. The GAT's development programs focus on human development, water and sanitation, UP-managed HYSAWA Pilot Project, human rights and good governance, handicraft training and promotion, bio-intensive agriculture, education, fisheries and livestock, emergency relief and rehabilitation, peace campaigns, and a Gandhi Memorial Museum. At present, the GAT's activities are focused on improving poor people's access to services and resources through strengthening LGIs and making them responsive to local needs, which complement, and add value to, HLP activities.
<i>Green Hill</i>	Green Hill is a development organization based in the Chittagong Hill Tracts (CHT) of Bangladesh. The CHT is located to the southeast corner of Bangladesh, comprising an area of 5,093 square miles, entirely hilly covered with tropical vegetation and mostly inaccessible. It is divided into three administrative districts (Bandarban, Rangamati, and Khagrachari districts) and is the home to 11 ethnic indigenous communities. Recent years have seen the controversial proliferation of Bengali settlement, to the resentment of the local populace. Its mountainous configuration, distinctive ethnicity with divergent culture, language, religion and social practices in contrast to the rest of the country has clearly sidelined the region from mainstream society and the national development process. In addition to this, political disagreement over the issue of indigenous traditional rights for the last few decades has smothered small local initiatives and drives for bringing in any positive change in the CHT. Until recently, this region has had no exposure to any major impact-centric development initiative. A large part of the CHT population thus continues to remain underprivileged and poor works among this peripheral group.
<i>HELVETAS Swiss Intercooperation</i>	HELVETAS Swiss Intercooperation is a specialized nonprofit oriented development association. It is denominationally and politically independent. HELVETAS Swiss Intercooperation is primarily committed to working towards the elimination of the causes of poverty and marginalization in the South and the East. Its mission is to actively contribute to the improvement of the living conditions of economically, socially, and politically disadvantaged people within the frame of human rights, with a focus on self-initiative activities and self-help in rural areas. In its international programs, HELVETAS Swiss Intercooperation concentrates its actions in five working areas: Water and Infrastructure, Rural Economy, Governance and Peace, Education and Skills Development, and Environment and Climate Change. HELVETAS Swiss Intercooperation started its work in Bangladesh in 2000 at the request of the Swiss Agency for Development and Cooperation (SDC) to manage its Sustainable Land Use Program. The portfolio has grown since then and today includes different projects in the sphere of local governance as well as livelihoods, value chain and market development, in addition to the initial natural resource management mandate. HELVETAS Swiss Intercooperation is mainly implementing mandates on behalf of different donor agencies (SDC, DFID, EU), whereas SDC is its main donor. HELVETAS Swiss Intercooperation is providing support to Durgapur upazila in the HLP in the frame of its SDC-funded Local Governance Program—Sharique.
<i>JASUS</i>	Joutho Artho Samaj Unnyan Sangstha (JASUS) is a nongovernmental and nonprofit, national organization, formed in 1998. Its major focus areas of work are education, health, nutrition, adolescents, reproductive health, growth monitoring, vegetable gardening, children's rights, local government

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<i>MJF</i>	<p>strengthening, sanitation, and economic development of the people.</p> <p>Manusher Jonno Foundation (MJF) is an initiative designed to promote human rights and good governance in Bangladesh. It is committed to promoting voices of people whose rights are being denied and violated; creating social environment in building people's dignity; channeling isolated, unlinked efforts about human rights and governance into linked and aligned actions; and challenging the vested interests and established hierarchies in the society that perpetuate poverty. The MJF provides funding and capacity-building support to organizations working on human rights and governance. The MJF works in partnership with different stakeholders such as civil society organizations, NGOs, CBOs, government, private sector, research organizations, and so on. Through its partners, the MJF ensures entitlements of people by building their capacity to demand basic services and raise their voice against rights violation.</p>
<i>MJSKS</i>	<p>The Mohideb Jubo Samaj Kallyan Somiti (MJSKS) is a local and nongovernmental development organization working in Kurigram district covering seven upazilas. Its goal is: "To uplift socioeconomic conditions of the vulnerable community". The organization has been working to improve the water and sanitation situation gradually with the limited resources in this area. The MJSKS has implemented a project titled 'People's Drive to Ensure Total Sanitation in Rajarhat Upazila' with the assistance of WaterAid Bangladesh under Kurigram district with the full involvement of LGIs and local administration. To implement this project, the MJSKS has become a partner of the HLP in this area. At present the organization has been implementing a project titled 'Total Sanitation through People's Drive' in three unions of Ulipur upazila under Kurigram district with the assistance of the European Union and WaterAid Bangladesh and technically supported by PripTrust. The major interventions that are being implemented under this project are: community mobilization, hygiene promotion, school sanitation, community capacity building, water option, water safety plan, sanitation option, and environmental sanitation.</p>
<i>MMC</i>	<p>Mass-line Media Center (MMC), a nonprofit organization engaged in the development sector since 1995, works for the promotion of human rights and democratic values through professionalism in media, particularly journalism. Its overall objective is to remain an advocate for freedom of opinion, expression and free flow of information in the media. Access of the rural poor to relevant and affordable information is the ultimate result of the MMC's work. The MMC is the only media-based NGO in Bangladesh which has vast experience, strong involvement, and a presence in developing grassroots' journalism. The MMC has trained 893 local and national journalists and 640 child journalists; developed a considerable number of good quality training and communication materials as well as a resource pool of local and national resource persons for training; and more than 200 publications for media, good governance, and human rights. The MMC has established networks with journalists across Bangladesh. These networks are categorized under different clusters, that is, senior journalists, women journalists, young journalists, and child journalists. The journalists work with the Rural Advocacy Centers in a collaborative manner to develop investigative reports on people's participation, accountability, and local governance issues. The MMC has also developed a wide network with media organizations (for example, Press Club, journalists' associations), public institutes (such as Press Institute of Bangladesh, National Institute for Mass Communication) and the journalism departments of some universities (for instance, Dhaka University, Chittagong University and Rajshahi University). The MMC also established the first Community Radio in Bangladesh to build public opinion on different development issues.</p>
<i>NGO Forum</i>	<p>Launched in 1982 as a UN brainchild, NGO Forum has been involved as the networking and service delivery body of NGOs, CBOs, and private sector operators in the WatSan sector of Bangladesh. Over the years it has</p>

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	<p>contributed to the improvement of public health by reducing mortality and morbidity, and conserving the environment. To implement its programs as a holistic transformation of society towards development, the Forum has maintained an emphatic balance among WatSan, health, and environment. Combining hardware and software support and networking efforts, the NGO Forum materializes its integrated programs directly and in association with more than 850 partners countrywide. NGO Forum has been implementing programs focusing on the unserved and difficult areas of the country. The hard-to-reach hydrogeological areas happen to remain unserved due to many man-made and natural hazards; here, the coverage of WatSan and public health programs is quite low. While providing WatSan's technological facilities to grassroots people, the NGO Forum always emphasizes various demand-responsive services to the poor and disadvantaged people of these unserved and vulnerable areas. By facilitating program implementation and maintaining regular networks with its partners, community allies, LGIs, policy makers, mass media, and other stakeholders in civil society, the NGO Forum has been able to serve around 35 million people in Bangladesh. The Forum's programs have contributed to ensuring people's rights establishing responsive governance at all levels of implementation regarding WatSan, public health and environment programs. Mobilization, networking, advocacy, and capacity building have been the core components of the organization's governance program. The NGO Forum has been an active partner of the HLP, and has been in the process of using the HLP network for scaling up of the best practices being produced under its programs.</p>
<i>NRDS</i>	<p>Noakhali Rural Development Society (NRDS) is a nonprofit organization, working in the greater Noakhali region of south-eastern coastal part of Bangladesh, where widespread poverty and injustice coupled with natural calamities are a part of the daily struggle for life. More than half of the total population of the area consists of deprived landless and marginalized farm families, facing enormous challenges of declining livelihood opportunities, with whom the NRDS is working in fighting poverty and injustice. The NRDS's strategy is to work with farmers groups, producer and community organizations together to achieve sustainable livelihood and social justice. The NRDS is facilitating people's organizations in building their capacity to fight poverty through promoting education, food security, and market access for their farm and craft products. At present, the NRDS is implementing a socioeconomic development program with a number of projects to achieve its goal towards a poverty-free world.</p>
<i>Plan Bangladesh</i>	<p>Plan (Bangladesh) International is one of the oldest and largest children's development organizations in the world. Plan is a nonprofit, child-focused community development organization without religious, political or governmental affiliation. With its international headquarters in the United Kingdom, Plan currently works in 48 developing countries and in 18 countries for mobilizing funds. Plan's vision is of a world in which all children realize their full potential in societies which respect people's rights and dignity. Plan aims to achieve lasting improvements in the quality of life of disadvantaged children in developing countries, through a participatory process called CCCD (Child Centered Community Development) that unites people across cultures and adds meaning and value to their lives. Plan has been working in Bangladesh since 1994 and is currently implementing programs in partnership with local and national NGOs, UN agencies and with the GoB in eight districts across the country through its six Program Units to make responses to the rights of the children in education, health, safe water and sanitation, protection, livelihood and disaster. Plan Bangladesh works in Nilphamari, Lalmonirhat, and Dinajpur districts in the north; Gazipur in the central areas; Kishoreganj in the north-east; Barguna in the south and Dhaka metropolitan area. The best practices of the organization have been documented and disseminated to a wider audience. Plan Bangladesh is actively participating and strengthening advocacy at different levels through different networks. Plan Bangladesh is the founder core group member of the HLP. As part of its scale up strategy, it also implements programs in</p>

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	outside program unit areas in collaboration with local government and in partnership with NGOs.
<i>PRIP Trust</i>	PRIP Trust is a reputed capacity-building organization in Bangladesh and provides capacity-building support for NGOs across the country to strengthen an organization's governance and management capacity. PRIP has been contracted by the EC to provide capacity-building support for 150 small local NGOs across the worst affected disaster-prone river basin and coastal regions of Bangladesh through SMILING Project, to enable these NGOs to access and effectively manage/implement the respective projects. SMILING Project is designed to be implemented over five years (2007–11) in four phases consisting of 15 months. PRIP Trust has completed the second phase of delivery, and a plan for the coming year is in place. SMILING intends to improve small local NGOs' capacity for providing quality and quantity services targeting the most disadvantaged poor, especially women and children.
<i>RDRS</i>	Established in 1972 to assist with relief and rehabilitation of greater Rangpur-Dinajpur immediately following the War of Independence, the Rangpur Dinajpur Rural Service (RDRS) program evolved into a sectoral and then a comprehensive effort. Formerly the Bangladesh field program of the Geneva-based Lutheran World Service, RDRS became an autonomous national NGO in 1997. The RDRS, however, maintains strong international connections. It currently works with the rural poor, the landless and marginal farmers. Its development aim is to achieve sustainable increases in their living standards. With this aim, the RDRS enables those who participate in its program to gain the necessary skills, understanding, confidence, institutions and services; and ensure that rural communities have the necessary economic, social, and environmental resources. The RDRS program includes a range of approaches including direct service delivery (in fields such as microfinance and community health), indirect implementation (working with grassroots CBO partners), and rights-based empowerment and advocacy. The RDRS program continues to demonstrate innovation and dynamism. In 2011, practical measures to combat climate change, the use of community radio and popular drama, mobilization of local volunteers through federations, women's refuges and rehabilitation are among the new areas of work. The RDRS is the HLP partner in Fulbari upazila.
<i>Shushilan</i>	Shushilan (meaning 'endeavors for a better future') was set up in 1991 to meet the needs of the disadvantaged communities in south-west Bangladesh. It is now one of the largest NGOs in the area, operating about 30 separate small- and medium-sized projects within five program areas. In recent years the working areas have expanded from just two unions of Kaliganj upazila under Satkhira district to almost 240 unions of 50 upazilas of 19 districts in Bangladesh. Shushilan intends to establish itself as a representative people's organization of the south-west coastal region. Though the transformation of an NGO into a people's organization is very hard, Shushilan is trying wholeheartedly to reach the goal.
<i>VERC</i>	The Village Education Resource Center (VERC) emerged in 1977 as a project of Save the Children-USA with funding from UNICEF. It was indigenized as an NGO in 1981. The VERC was designed to fill the void of in-country capacity-building support to government and related community and rural development agencies. Its initial activities included communication, education, training material development, imparting training, conducting participatory action research, technology development, and promotion. About 80 percent of VERC services are aimed at the interests of the poor, women and children. In many of its human development efforts, VERC's success has been encouraging, though along with its share of ups it has had to endure its share of downs as well. It is in the face of adversity that the VERC has learnt many of its most valuable lessons. The VERC follows a long-term strategic framework with the scope of reviewing it in five-year intervals, through which the VERC hopes to maximize the sustainability of its development efforts. In all its work, the VERC is committed to the principle of "self-actualization", a process of raising people's consciousness to a level at

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	which they can realize their potential and are motivated to reorder their lives. The VREC is a partner of the HLP.
VSO	<p>Voluntary Service Overseas (VSO) Bangladesh is working in the areas of participation and governance, indigenous community rights, and HIV and AIDS. In Bangladesh, VSO volunteers are primarily working to strengthen local agencies that are concerned with the rights and participation in society of rural, marginalized, and vulnerable groups of people; in particular women, indigenous peoples, and people living with HIV and AIDS. These volunteers are working with local colleagues to improve management systems and processes in areas such as strategic planning, staff management and training, consultation processes, finance, communication, networking, and monitoring and evaluation. Through work on participation and governance, VSO volunteers are working with community agencies that act on behalf of poor rural communities and, in particular, women, who are rarely consulted in decision-making processes that directly affect their lives. These agencies are helping to ensure that all community members are able to access their rights through local government structures and are active partners in the decision making that affects their lives. The VSO is an active partner of the HLP in assisting operations on the HLP web site, connecting HLP with social corporate responsibility networks, and planning to depute one international volunteer for the Horizontal Learning Center based in the NILG.</p>
<i>WaterAid</i>	<p>WaterAid in Bangladesh (WAB) has been operating since 1986 and earned fame for innovating and scaling up Community-Led Total Sanitation (CLTS) and a working model to reach the urban poor. WAB reached more than 5 million beneficiaries with its different targeted programs. In its new Country Strategic Plan (2011–16), WaterAid embraces a rights-based approach to programming. This strategic shift added more value to WaterAid's program in reaching those who are extremely in need. WaterAid's new rural WASH program is designed to ensure optimum use of available resources and promote alternative options so that maximum people can benefit. It will use surface water and introduce low-cost rainwater harvesting systems where groundwater is contaminated with arsenic and salinity; and waste water reuse and recharging will be introduced in urban and water scarce areas. Gravity Flow System will be modeled in hill areas to reduce the workload of women and children. A water safety plan has been modeled and replicated to prevent potential water contamination. Sanitation marketing, that is, making sanitation products, technology and technicians widely available in the private sector within an affordable range and thereby ensuring sustainability will be a prime component of the program. Pilots on processing fecal sludge into manure and linking the process with livelihood opportunities and dignity of rural population will be undertaken; and learning will be scaled up through horizontal learning and influencing policy. Climate resilient WatSan technologies and community-based adaptation models will be tried. Hygiene promotion models and school WASH programs will also be implemented. WaterAid is a founder partner of the HLP in Bangladesh.</p>



## HLP Contacts

Please feel free to contact the respective HLP contact persons listed below.

Name	Agency	Mobile
Md. Moeen Uddin Moyna	Chairman, Debhata UP	01720525944
Kanchan Kumar Dey	Secretary, Shyamnagar UP	01712212554
<b>HLP Focal Person</b>		
Shams Uddin Ahmed	LGD, MoLGRD&C	01711878304
<b>HLP Back-up Support</b>		
Santanu Lahiri	WSP (World Bank)	01918921368
<b>Horizontal Learning Center (HLC)</b>		
M. Aowlad Hossain	Learning Team	01727184076
Hiroki Watanabe	Practice to Policy Team	01713064635
M. Atiqur Rahman	Networking Team	01711076651
<b>GoB Partners</b>		
Aminur Rahman Khan	BRDB	01716546655
Akramul Haque	NILG	01552413107
<b>HLP Partners</b>		
Kazuyuki Kawahara	Asia Arsenic Network	01713302822
Mahmudal Ahsan	AusAid	01711937913
Md Shahid Uddin Akbar	BTN	01819243935
Md. Ferdous Alam Mukul	CECRC	01716752777
Imam Mahmud Riad	DAM	01711232093
Akramul Haque	DASCOH	01714085845
Raha Naba Kumar	GAT	01711408226
Jatan Kumar Dewan	Green Hill	01730086300
Shahnaz Arefin	Intercooperation	01733498407
Rezaul Karim Mollah	JASUS	01714051580
Ryuji Kasahara	JICA	01713041398
Farzana Naim	MJF	01713063853
Shyamal Chandra Sarkar	MJSKS	01713082151
Tareq Mahmud	MMC	01716788888
Joseph Halder	NGO Forum for Public Health	01711678980
Abdul Awal	NRDS	01711722650
Liaquat Ali	Plan Bangladesh	01713031698
Aroma Dutta	PRIP Trust	01711539943
Md. Mamtaz Ul Islam	RDRS	01710123417
Sohel Ibn Ali	SDC	01727425230
Mostafa Nuruzzaman	Shushilan	01720510199
Shakil Bin Azad	TMSS	01713377011
Yakub Hossain	VERC	01713030885
Zakia Haque	VSO	01720811249
Imrul Kayes	WaterAid	01730095595
Syed Khaled Ahsan	World Bank	01729090782
Mark Ellery	WSP (World Bank)	01730303890

For more information, contact: [www.horizontallearning.net](http://www.horizontallearning.net)