



Workshop on Developing Road Map for Institutionalizing HLP and Experience Sharing with LGI Functionaries, UP and Pourashava Secretaries



Closing Moments of the Concluding Session of the 2.5-day Workshop with LGD Officials, UNOs, Mayors, UP Chairmen, and Secretaries, HLP Experts, NILG staff, and PMU of HLP-NILG and Supporting Agencies' Officials

Prepared By
Project Management Unit for Institutionalization HLP
National Institute of Local Government (NILG)

With Support from

 Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



March 2021



*Workshop from 26th February to 1st March 2021
on Developing Road Map for Institutionalizing HLP
and
Experience Sharing with LGI Functionaries,
UP and Pourashava Secretaries*

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ব্রিকিং দ্য সাইকেল



HELVETAS
BANGLADESH



সুশীলন
Shushilan

WaterAid

REFLECTION OF WORKSHOP MOODS



Inauguration speech by Md. Borhan Uddin Bhuiyan, Project Director-HLP, Joint-Secretary, Government of Bangladesh.



Mr. Mohammad Atiqur Rahaman (Joint Secretary & PS to the Minister of Railways) discussing HLP as a panelist of HLP specialist



Mr. Mohammad Amin Sharif (Senior Assistant Secretary, LGD) discussing HLP as a panelist of HLP specialist.



Mr. M. Shafigul Islam, Additional Secretary (Retd.) and President, HLP Foundation discussing HLP as a panelist.



Discussion on 'Institutionalization of HLP' by HLP Advisor Mr. Santanu Lahiri, SDC Consultant.



Mrs. Chitra Shikari, UNO-Shakhipur is giving her important insights and thoughts on HLP.



Panelists sharing their insights on group presentations on institutionalizing HLP.



Ms. Manika Mitra, DPD, NILG-HLP is discussing on HLP — its background and future steps at the workshop.



Group activity by the participants.



Group activity by the participants.



Group activity by the participants.



Group activity by the participants.



Group activity by the participants.



Group activity by the participants.



Participants discussing HLP.



Dr. A. K. M. Sharifullah, Ms. Moli Akhee, Md. Shafiul islam Mr. Md. Shahadat Hossain Khan, Mr. Md. Julfiker Haider Kamal, Ms. Chitra Shikari, Ms. Umme Habiba, Mr. Kazi Alid Hossen, Mr. Shah Alam.



Ms. Pratima Mitra, Ms. Khadizatul Quobra, Mr. Abu Hanif Azad, Ms. Israt Jahan, Sayed Kawsar Hossain, Mr. Md. Mahfuj-ur Rahman, Mr. S. M. Ruhul Abrar.



Mr. Md. Awlath Hossain, Mr. Md. Golam Rahman Sarker, Mr. Md. Abdul Jabbar, Mr. Rezaur Rahman, Mr. Kanchan Kumar Dey, Mr. Md. Nazmul Huda Masud, Md. Hajarat Ali, Md. Masihur Rahman.

EXPOSURE VISIT: SHAKHIPUR POURASHAVA AND KAKRAJAN UNION



HLP representatives and Secretaries of Shakhipur Union.



Mr. Md. Awlath Hossain, Executive Director, HLP Foundation giving a short speech.



Discussion with Service Holders Association of Kakrajan and Kakrajan Union Youth Club.



Member of Kakrajan Youth Club.



HLP representatives visiting Co-compost plant at Shakhipur Pourashava.



HLP representatives being informed about Co-compost plant at Shakhipur Pourashava.

LIST OF CONTENTS

- Abbreviations
- Foreword
- About LGD
- About NILG
- About SDC
- Executive Summary
- Background
- The Context
- Workshop Objectives
- Workshop Methodologies
- Workshop Participants
- Workshop Proceedings
- Reflections from Stakeholders
- Workshop Evaluation
- Concluding Remarks by NILG

Annexures

- Annex-I : Workshop Agenda
- Annex-II : List of attendees
- Annex-III : Target area selection
- Annex-IV : Criteria for selecting HLP Local Hero, HLP Woman Leader, and HLP School Ambassador
- Annex-V : Tools and Instruments for Rolling Out HLP Institutionalization

Special acknowledgments to Mr. Saleh Ahmed Mujaffor; Director General Additional Secretary, NILG; Mr. M. Shafiqul Islam, Former Focal Person-HLP, LGD and Additional Secretary (Retired), GoB; Mr. Mohammad Atiqur Rahaman, PS to Minister (Joint Secretary), MoR; Mr. Mohammad Amin Sharif, Desk Officer and Senior Assistant Secretary, LGD; Mr. Md. Sydur Rahman Molla, Program Manager, Democratic Governance, SDC; Mr. Md. Aowlad Hossain, Executive Director, HLP Foundation for their peer review before the publication of this report.

This document has been prepared by Ms. Manika Mitra; Mr. Md. Imranur Rahman; Mr. Santanu Lahiri; Mr. Raiyan Sabbir; Mr. Md. Nazmul Huda Masud; Ms. Khadizatul Quobra Nancy and Mr. S.M. Ruhul Abrar.

Thanks to Dr. A. K. M. Sharifullah (PM); Ms. Pratima Mitra and Mr. A. B. M. Obaidul Hoque for providing inputs for the report.

ABBREVIATIONS

APD	- Assistant Project Director
BARD	- Bangladesh Academy for Rural Development
BBGs	- Basic Block Grants
BRDTI	- Bangladesh Rural Development Training Institute
BTORs	- Back to office reports
DPD	- Deputy Project Director
DP	- Development Partner
ERD	- Economic Relations Division
GoB	- Government of Bangladesh
GPs	- Good practices
HLP	- Horizontal Learning Program
HLC	- Horizontal Learning Centre
IMED	- Implementation, Monitoring, & Evaluation Division
JICA	- Japan International Cooperation Agency
LGD	- Local Government Division
LGIs	- Local Government Institutions
LGSP-III	- Local Governance Support Project-III
LGTIs	- Local Government Training Institutions
MIS	- Management Information System
MoR	- Ministry of Railways
MoLGRD&C	- Ministry of Local Government, Rural Development, and Cooperatives
PIC	- Project Implementation Committee
PMU	- Project Management Unit
PSC	- Project Steering Committee
RDA	- Rural Development Academy
RPA	- Reimbursable Project Aid
SDC	- Swiss Agency for Development and Cooperation
SDGs	- Sustainable Development Goals
STC	- Short Term Consultant
TA	- Technical Assistance
TAPP	- Technical Assistance Project Proforma/Proposal
ToT	- Training of Trainers
UCC	- Union Coordination Committee
UDCC	- Upazila Development Coordination Committee
UGDP	- Upazila Governance and Development Project
UP	- Union Parishad
UNO	- Upazila Nirbahi Officer
URTs	- Upazila Resource Teams
VIPP	- Visualization in Participatory Programs
WB	- World Bank
WSP	- Water and Sanitation Program

FOREWORD

The National Institute of Local Government (NILG) started the “Institutionalization of Horizontal Learning Program (HLP) in Bangladesh” project in October 2018 with financial support from the Swiss Agency for Development and Cooperation (SDC) with a completion target in September 2022. The main theme of the project is to institutionalize the horizontal learning program in Bangladesh that will further help to enable local government institutions (LGIs) to identify their good practices, share with their peers, replicate, analyze, and present the lessons learnt to policy makers. The drivers and change agents of HLP are the UP functionaries, progressively the Pourashavas, and other local government institutions (LGIs) as well. The project is moving forward in orienting LGIs about identification of good practices at the UP and Pourashava level with support from five supporting NGOs. But for the last one year the project activities were seriously disrupted due to emergence and unprecedented outbreak of the Covid-19 pandemic, countrywide lockdown, and delay in project procurement.

To overcome the drawbacks, and to expedite the future project activities in the right direction to achieve the project goal, a well-defined two and half day intensive “Workshop on Developing Road Map for Institutionalizing HLP and Experience Sharing Visit for LGI Functionaries and Secretaries” was organized by the HLP Project Management Unit (PMU) at Elenga resort at Kalihati, Tangail under the overall guidance of SDC consultant Mr. Santanu Lahiri. Participants were from all concerned stakeholders in HLP initiatives, i.e., UP and Pourashava representatives, Upazila Chairmen, Upazila Nirbahi Officer, Ministry representatives, HLP supporting agencies’ (NGOs) representatives, HLP PMU officials, and NILG along with HLP experts who have detailed insights on HLP.

The entire workshop was organized in a participatory manner, and was able to capture insights of each participant, and collectively reach consensus for a road map to institutionalize HLP. The workshop participants were able to develop an indicative road map on how to proceed towards institutionalizing HLP for local government institutions; and develop relevant tools for rolling it out. The present workshop report prepared by the PMU members provided valuable inputs to be shared with concerned stakeholders along with sharing in the coming Project Implementation Committee (PIC) and Project Steering Committee (PSC) meetings. We hope to get positive guidelines for effective implementation of future project activities towards institutionalization of the HLP process in Bangladesh, and reach the project goal.

I firmly believe that this workshop report will guide Project Management Unit to implement future project activities in a positive direction towards fulfillment of project objectives in a timely manner, through effective guidance from PIC and PSC meetings. In this respect, I would like to take the opportunity to thank Mr. Md. Sydur Rahman Molla, Programme Manager, Democratic Governance, SDC for extending all kinds of necessary support. I am extremely thankful to the Ministry and Upazila administration officials, NILG officials, UP and Pourashava representatives, supporting agency officials, HLP experts, SDC consultant, and PMU officials for their valuable inputs and hard work. Lastly, I am sincerely indebted to the Director General of NILG for his guidance and support in the successful implementation of the workshop, and finalization of this workshop report.


Md. Borhan Uddin Bhuiyan
Project Director
and
Director (Joint Secretary),
Training and Consultancy,
National Institute of Local Government

About LGD

The Local Government Division (LGD) functions under the Ministry of Local Government, Rural Development, and Cooperatives (MoLGRD&C). The mission of LGD is to improve the standard of living of the people by strengthening local government systems and institutions, and implement activities for social, economic, and infrastructural development. All local government institutions, at the division, district, Upazila, and Union level as well as Pourashavas and city corporations are overseen by LGD. The National Institute of Local Government (NILG) is anchored and guided by a Governing Body under the LGD. In this HLP-NILG Project, LGD plays a crucial role by chairing the Project Steering Committee to ensure the project is on track, and delivery outcomes are as per project development objectives.

About NILG

The National Institute of Local Government (NILG) is the only government institute engaged in the human resource development of local government organizations' representatives in Bangladesh. NILG has been playing a very important role in the last 48 years in the capacity building of local government organizations by providing training and conducting local government-related research activities. NILG has been promoting training and research activities to strengthen local government institutions (LGIs). NILG (formerly Local Government Institute) was established on 1 July 1969 under the then East Pakistan Government Educational and Training Institutions Ordinance, 1961. The Institute is under the administrative control of the Local Government Division, Ministry of Local Government, Rural Development, and Cooperatives. The Institute is now governed by the Jatiyo Sthanिया Sarkar Institute Ain, 1992 (National Institute of Local Government Act, 1992), and it is a statutory organization. The vision of NILG is to become a centre of excellence to strengthen local governments in Bangladesh. Its mission is to support local governance through partnerships that build the capacity of local government institutions, provide training, and carry out research focused on reform and the reformulation of policy. NILG established the Horizontal Learning Centre (HLC) at NILG on 13 December 2010 as a learning component of a training institution, which is now in the process of institutionalizing HLP.

About SDC

Bangladesh and Switzerland enjoy a substantially friendly relationship. Development cooperation has been an important pillar of this relationship for more than 40 years. The close ties between the two countries were reconfirmed by the visit of Switzerland's President to Bangladesh in early 2018. Trade between Switzerland and Bangladesh is growing rapidly. Political consultations between the two countries are held regularly through the Swiss and Bangladeshi foreign ministries. The two countries also maintain regular cultural exchanges. Promoting respect for human rights is one of the principal objectives of Switzerland's foreign policy. The current Foreign Policy Strategy emphasizes the importance of taking human rights issues into account in a cross-cutting manner in order to ensure peace, security, and prosperity in the world, and in Switzerland itself. Switzerland places great value on the consolidation of democracy, especially by enhancing and strengthening local government institutions in Bangladesh.

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Executive Summary

Enhancing capacities of functionaries from local government institutions is mandated to the National Institute of Local Government (NILG), which is the only institute in Bangladesh dedicated to strengthening the capacities of LGIs. NILG has its regular courses for representatives from Union Parishads and Pourashavas.

Excellence of any training institute depends upon how it integrates the latest learning along with tacit learning from the field to its regular program. Therefore, any standard training institution must have a learning component to strengthen its capacity building program.

The horizontal learning program was initiated by the Local Government Division (LGD) with support from the World Bank and Swiss Agency for Development and Coordination (SDC) in Bangladesh in 2007 – the first of its kind globally – which helps local government institutions to identify, share, learn, adapt, and replicate existing good practices from peers. This is an outcome-based peer learning based on appreciation-connection-adaptation-replication (A-CAR) principles. The rapid extension of the initial pilot forced LGD and the World Bank to open a HLP Secretariat called Horizontal Learning Centre, located at NILG in December 2010. Since then, NILG has nurtured and facilitated the rolling out of HLP nationwide.

The recent funding by SDC started from November 2018 to institutionalize HLP – the project was assigned to NILG by LGD. Therefore, NILG hired five supporting agencies and a group of consultants for the HLP-NILG Institutionalization Project as the Project Management Unit (PMU), and assigned an assistant project director, deputy project director, and a project director from NILG. The HLP is about to cover 1916 Unions and 150 Pourashavas from 200 Upazilas located in 41 districts in eight divisions; though the project document mentioned that HLP Institutionalization Project will cover a minimum of 1500 Unions and 150 Pourashavas from 200 Upazilas of 33 districts. Therefore, the rolling out of the project is well on track.

So far, NILG has organized district workshops, Upazila resource team workshops, Upazila workshops, and Union workshops for orienting LGI functionaries on HLP. However, till now NILG has not focused on how to proceed towards institutionalizing HLP for local government institutions as well as for NILG.

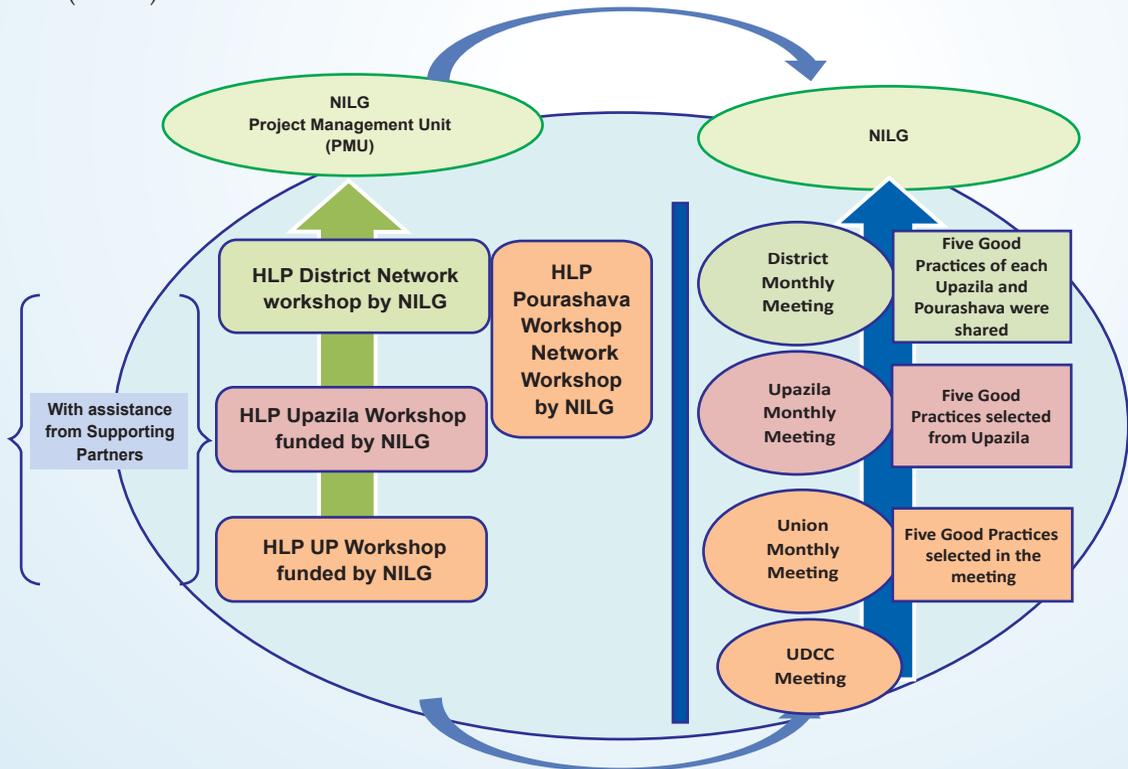
In this backdrop, NILG organized a two and half days' workshop with key stakeholders – representatives from Unions, Upazilas, Pourashavas, LGD, supporting agencies, PMU, and NILG along with NILG experts who have detailed insights on HLP for the last 14 years – to discuss about 'Institutionalizing HLP Project', and develop a road map on how to proceed for institutionalizing HLP for local government institutions; and develop relevant tools and instruments for rolling it out.

Based on the findings, this will be discussed at NILG by the Project Implement Committee, and Project Steering Committee meetings, followed by subsequent discussions at NILG's Governing Body meeting to give a sustainable institutional shape to the planning and rolling out of HLP.

The key findings for institutionalizing HLP that surfaced from this workshop are as follows:

- ▶ Initial discussions will focus on orientation on HLP. Existing potential good practices will be discussed at Union Development Coordination Committee meeting, and all wards will be informed to look for their good practices to share in the UP monthly meeting.
- ▶ HLP Union workshops will be merged within one of the monthly meetings of the UPs to identify and share among themselves their innovative good practices which have emerged from the ward shavas.
- ▶ HLP Upazila workshop will be merged within one of the monthly meetings of Upazilas in which five good practices will be identified, and selected for dissemination.
- ▶ HLP Network Workshop will be merged within one of the monthly meetings of the District Development Coordination Committee where UPs from different Upazilas will select good practices to visit and learn.

- ▶ LGIs that are interested in replicating good practices need to discuss it at ward shavas, and then integrate it within the Annual Plan and Budget of UP for replications.
- ▶ UPs are able to utilize 10% of its basic block grant (BBG) as per the norms of Local Governance Support Project-III (LGSP-III); and Upazilas are able to support organizing workshops and/or replication of good practices from the budget of Upazila Governance and Development Project (UGDP).



Institutionalizing HLP

- ▶ Like the Union Parishads, Pourashavas will also integrate Pourashava workshop within the town level coordination committee (TLCC) meeting. They will also share their good practices in the District Coordination Meetings with UPs and other Pourashavas. The steps for institutionalizing HLP for UPs and Pourashavas have been highlighted in the diagram below.
- ▶ Presently, funding for all workshops, and exposure visits are being financed from the SDC grant, but the above mentioned concept needs to be applied, and critically reviewed for institutionalization of HLP. Therefore, it was agreed that Upazilas and Pourashavas that are interested in piloting the institutionalization mechanisms will contact PMU/NILG. Accordingly, a total of five Upazilas (with all Unions) and five Pourashvas will be selected to pilot the institutionalization concept.
- ▶ To initiate this piloting for institutionalization of HLP, a letter might be required from LGD to respective five UPs and Pourashavas, and based on that the activities can be initiated.
- ▶ In addition to that, the selection of project area was discussed, and a consensus reached to select the entire project area for the HLP Institutionalization Project.
- ▶ The criteria for selecting local HLP heroes, HLP women leaders, HLP school ambassadors were also discussed, and an outline was developed for finalization; along with identifying necessary tools and instruments that are required to expedite rolling out of HLP institutionalization.



The Proceedings

Background

The local government institutions (LGIs) in Bangladesh are progressing towards efficiency, effectiveness, and accountability to their citizens. Though the performance of the lowest tier of local government institutions, i.e. Union Parishads (UPs), improved in many places; however, there are further opportunities for UPs to enhance their capacities.

The GoB is continuously providing basic training to the elected UP functionaries (one chairman, nine members – which are open seats, and three women members – which are reserved seats in each UP), and the UP secretaries throughout the country. The training includes various aspects of participatory planning, implementation, and monitoring related to governance and development work.

Similarly, training is also being imparted to Pourashavas, and Upazilas. All efforts towards capacity building of local government institutions (LGIs) are being currently managed by the National Institute of Local Government (NILG), under the Local Government Division (LGD) of the Ministry of Local Government, Rural Development, and Cooperatives (MoLGRD&C), Government of Bangladesh (GoB).

In some cases, these training programs are being organized by NILG in collaboration with three other public training institutions, namely, Bangladesh Academy for Rural Development (BARD), Rural Development Academy (RDA), and Bangladesh Rural Development Training Institute (BRDTI, Sylhet) under the same ministry. The training courses that are being provided by all Local Government Training Institutions (LGTIs) are core training or cascade training, designed on the basis of need assessment, and then rolled out through the Training of Trainers (ToT) Program.

NILG realized the importance of experiential learning to engage with, and promote HLP which enables local government institutions to learn from each other. Therefore, NILG hosted the Horizontal Learning Centre, the Secretariat for HLP, within NILG premises.

The Context

The Horizontal Learning Program (HLP) is an outcome based peer learning initiative. HLP enables LGIs to identify their good practices, and then share, summarize, analyze, adapt, and replicate with their own funds. The drivers and change agents of HLP are the UP functionaries, progressively the Pourashavas, and other local government institutions (LGIs) as well. HLP was initiated by the Local Government Division (LGD) with support from the Water and Sanitation Program (WSP) of the World Bank (WB) with financial assistance from the Swiss Agency for Development and Cooperation (SDC).

HLP began in 2007 as a pilot initiative to ensure better service delivery by the LGIs in the field of water and sanitation. The next two years were used to demonstrate the process, while the period 2011-2016 was used to scale-up HLP. Now, HLP needs to be institutionalized by NILG with overall guidance of LGD in collaboration with development partners through a nationally-led and nationally-owned process.

Workshop Objectives

The main objective of the workshop was to develop a road map for institutionalizing HLP for Unions and Pourashavas in Bangladesh; as well as to develop HLP tools and instruments for rolling out HLP effectively and efficiently.

Workshop Methodologies

The entire workshop was organized in a participatory manner to capture insights of each participant, and collectively reach consensus for a road map to institutionalize HLP, and present the same in future to the Project Implementation Committee (PIC), and Project Steering Committee (PSC). The workshop agenda is enclosed as Annex-I.

Workshop Participants

The workshop attendees were selected HLP champions from Unions and Pourashavas, representatives from Upazila Parishad, and district Administration, HLP experts, representatives from HLP supporting partners, HLP-PMU members, NILG and LGD officials, and SDC Consultant (please refer Annex-II).

Workshop Proceedings

Opening session and climate setting

A group of selected representatives from local government institutions, supporting partners, project management unit, NILG, LGD, HLP experts, and SDC were invited. A total of 41 participants attended the workshop, which was organized by the Project Management Unit (PMU) of the NILG-HLP Project.

The Workshop was inaugurated by the Director Training and Consultancy (Joint Secretary, GoB) Mr. Borhan Uddin, Project Director, NILG-HLP Project. He stated that the Project was launched in November 2018. So far, activities related to HLP orientation for district, Upazila, Upazila Resource Team (URT), and Union Parishads have been done, but there is a long way to go to achieve the overall project objectives. This workshop is quite important to develop the road map on how to steer the workshop to leverage maximum outcomes for institutionalizing HLP. He then requested the HLP Advisor to take the lead in facilitating the entire workshop. The DPD briefly highlighted the objectives of the workshop to develop a roadmap for institutionalizing HLP, and to develop tools and instruments to roll out HLP more effectively and efficiently. APD facilitated the introduction of all participants in the workshop.

Where we stand – two-corner session

On two opposite sides of the conference wall, there were moderation card posted as:

- ▷ I know what is HLP, and I have some insight.
- ▷ I don't know anything, or know little about HLP.

All participants were requested to stand in front of the moderation card that suited them.

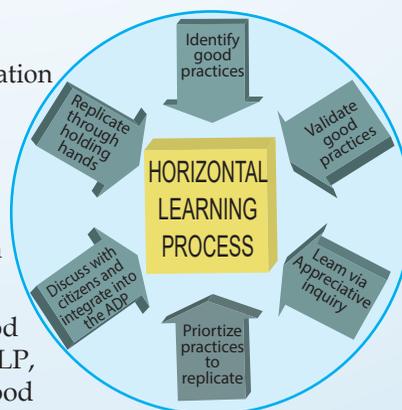
It was noticed that around 40 percent of participants stood under the moderation card which read 'I know what is HLP, and I have some insight'; while the remaining 60 percent stood

in front of the moderation card that read 'I don't know anything, or I know little about HLP'.

Therefore, the participants were divided into two groups standing opposite each other. Then, the facilitator made groups with participants having knowledge about HLP, and those having no knowledge about HLP. They were allowed to discuss among themselves in small groups of 2-4 persons to share their knowledge and experiences with others.

Fish Bowl Method

Then, through 'Fish Bowl Method' participants who had newly gained knowledge about HLP, sat in the centre. Beside each, a chair was set for helpline. Then, participants who knew about HLP, started questioning the newcomers, and they started giving answers. If they failed, the person sitting in 'helpline' answered. In this way, participants interacted among themselves, articulating what HLP is, and how it works. During the wrapping-up of this session, the facilitators summarized the six steps of HLP to bring all participants to the same page.



Workshop Methodology

The workshop process was designed to permit maximum interaction, and open exchange of views among all participants in an appreciative manner. There were ample opportunities for all to draw upon their own experiences, share examples, and raise issues for discussion.

Welcome Mat

This session started with 'Welcome Mat' where each participant was required to prepare a flip chart with the following information:

- ▷ Name, designation, organization
- ▷ Self-photo
- ▷ Introductory points about themselves – their likings or passions
- ▷ Remaining space was empty which was used by other participants afterwards to write about their perception about the poster person.

After completion of their flip chart, each participant hung it on the wall for others to see. Five minutes were allocated for participants to quickly go through others' charts, which helped them to understand others, and become better connected.

HLP: Is it necessary? – Reflections of participants

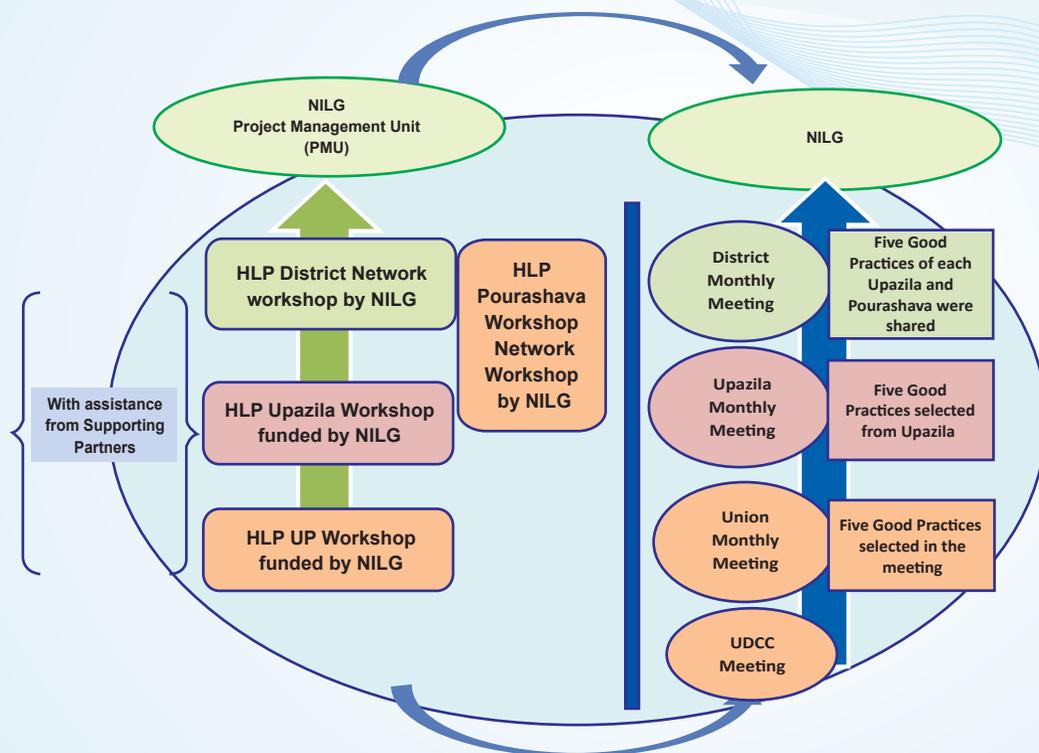
A discussion was held whether it is necessary to have HLP for LGIs. All participants agreed to provide support to LGIs' confidence building through this outcome-based peering learning. It was observed that there are many training schedules organized by NILG and partner NGOs; but all are core training and supply driven. Only HLP is a capacity building program, which is a self-selected capacity building program designed as experiential learning that has emerged from peers' good practices. Therefore, LGIs' trust in HLP keeps growing.

Discussion of present HLP practice, and potential HLP Institutionalization process for LGIs

Discussions were held on how HLP is to be rolled out now. The participants were informed that NILG, with funding from SDC, has rolled out some key events, which are most important for HLP. These are:

- ▷ HLP UP Orientation
- ▷ HLP Upazila Workshop
- ▷ HLP District Workshop
- ▷ HLP Exposure Visits

The question automatically raised was that once SDC stops funding of HLP from October 2022, then how will these events be organized at local government institution level, and who will fund and organize them? Brainstorming was carried out against this backdrop, and a consensus was reached that all these above mentioned events should be integrated within GoB's regular program, which are being regularly organized by local bodies. The concept of integrating HLP is highlighted in the diagram below.



Institutionalizing HLP

The Institutionalization of HLP needs to be piloted and tested to see whether the above mentioned approach works on the ground. Therefore, it was agreed that local government institutions will be contacted, and volunteers will be sought from them to apply the approach mentioned in diagram from now onwards. It means, local bodies will take more ownership and responsibilities to carry out and integrate HLP within their system. All Unions of any five Upazilas, and five Pourashavas will be piloted through this approach, which will require proper endorsement and authorization from LGD for piloting. NILG will facilitate obtaining this authorization from LGD, with the help of the HLP Focal Person at LGD.

How the remaining part, i. e., how HLP will be institutionalized at the national level will be discussed within NILG once findings of this workshop are debriefed to the Director General of NILG. Institutionalization within NILG will be discussed and agreed upon in the presence of the DG, the directors, and other staff.

Developing a Road Map for institutionalizing HLP

Roadmap for 'Institutionalizing HLP in Bangladesh – SHIKHON' Project to 'Integrate HLP within LGI and NILG system'.

- i) Prepare map-based database of all LGIs and NGOs that are practicing horizontal learning.
- ii) Develop 'institutional mechanism', and start piloting institutionalization of HLP at local bodies, and based on that, recommend to PIC and PSC of SHIKHON Project, and governing body of NILG.
- iii) Identify the priority areas for HLP engagement.
- iv) Develop 'institutional mechanism' to integrate HLP within NILG system.
- v) Develop internal and external communications strategy to promote, advocate, and deepen HLP concept within citizens, civil societies, LGIs, Ministries, LGTIs, NGOs, media, and others.
- vi) Prepare operational/business strategy.

In this current workshop, the main focus was on activities i) to iii).

Upon summarizing the above mentioned three activities, it will be placed to DG, NILG, and based on his guidance, remaining steps iv) to vi) will be prepared to share in PIC and PSC meetings.

Discussions on HLP Tools/Instruments:

Criteria of the Upazila and Pourashava selection: In line with TAPP, the following criteria were adopted for selecting Unions and Pourashavas. These are as follows:

The final list of select project area (Unions and Pourashavas) is given in Annex-III.

Selection criteria for identifying HLP Local Champions, HLP School Ambassadors, HLP Women Leaders: The selection criteria of these brand ambassadors are highlighted in Annex-IV.

Tools and Instruments of HLP: The tools and instruments are summarized in Annex-V.

Reflection of Panel

There were four panelists, who provided their insights and valued contributions after each presentation made by three groups – one after another. The brief reflections of each panelist are highlighted below.

➔ **Mr. M. Shafiqul Islam, President, HLP Foundation, HLP Founding member and Champion, and Former Additional Secretary, GoB:** He gave his insights on the findings of three presentations. In principle, he agreed with all the findings, but he stressed on the bottom up approach of HLP, where LGIs self-select whether they would like to join HLP Platform or not. In this background, one LGI representative from Panchagarh district mentioned no, or few, LGIs know about HLP. So far, all LGIs have been selected from top, so how can we say that this is a bottom up approach? Therefore, it was agreed that NILG through Local Government Helpline will send SMS and robo calls to all UPs and Pourashavas informing them about HLP, and ask them if they are interested in joining the platform. The entire discussion was triggered by a comment made by Mr. Islam. He mentioned that the criteria for HLP brand ambassadors are good, but it might be better to discuss further about these criteria with a larger number of LGIs. It was agreed that in the coming HLP Network Workshop, these criteria will be shared, and further reviewed by LGI representatives. He also shared his own experiences, successes, and challenges which he faced during the rolling out of HLP in the last 13 years while working in different capacities in different government agencies.

➔ **Mr. Mohammad Atiqur Rahaman, PS to Minister (Joint Secretary), Ministry of Railways (MoR) and HLP Champion:** Mr. Rahaman mentioned that the success of HLP created spinoff effects. That is why Bangladesh Railways has launched the Horizontal Learning Program for Bangladesh Railways for 50 railway stations on 25 February 2021, with special interest and encouragement of Honorable Minister and Secretary, Ministry of Bangladesh Railways and Director General of Bangladesh Railways. As an old campaigner of HLP, he emphasized that HLP is a movement where actors are required to be involved with their mind as well as heart – they should act like change makers in a positive manner. In the project areas which have been identified, any areas where HLP has already worked successfully have been omitted. However, these areas need to be included. He emphasized that there is also a need to create a well oriented resource pool of persons who can provide support to any HLP areas as ‘emergency team’ to ensure HLP methodologies are well maintained, and rolled out properly.

➔ **Mr. Mohammad Amin Sharif, Senior Assistant Secretary, and Focal Person-HLP, Local Government Division:** Mr. Sharif mentioned that this HLP is a quite different project, mainly focused on soft aspects – enhancing capacities and confidence of LGI functionaries. The size of the project is quite small, if it is compared to other projects of LGD, but this project gets priority usually. Often, the higher authorities within the ministry ask about the progress of this project, and look forward to seeing ground level impact.

Therefore, selection of project areas, developing tools, instruments, and strategies to create brand ambassadors need to be finalized fast, and these need to be translated into action. Until the outcomes and impact are delivered, the concept of the project will be difficult to understand, since it is a simple, but at the same time, complex project. It deals with behavioral changes, good governance, and transparencies – these are not so easy to translate into action at one shot. It requires continuous mentoring, nurturing, and facilitation. LGD has agreed to provide all necessary support. As discussed, if NILG would like to pilot ‘institutionalizing HLP’ in a few LGIs, then they should make a request to LGD, and inform the concerned LGIs.

➔ Mr. Md. Aowlad Hossain, Executive Director, HLP Foundation and HLP Champion: Orientation on HLP, and process support to the UPs and Pourashavas by the NILG is required to bring them on board, and proceed towards institutionalization of HLP. A separate event for identification of good practices of the nation building departments at Upazila level (Good Practice fair) should be organized. However, it should be organized after orientation on HLP of the Upazila level officials of the 17 nation building departments and Good Practice fair. If Upazila workshop is merged with the Upazila level event for identification of good practices at UP and Upazila level; then there is every possibility of subsidizing the UP level good practices through the comparatively heavy budget implementation of Good Practices by the departments. NILG should brief the UNOs and DCs on HLP, and promote the organization of Good Practice fair at Upazila level annually. It is necessary to develop templates for documentation of different HLP events, activities, and reports in an easy way. NILG should promote the organization of exposure visits by the UPs and Pourashavas using their own funds, and from the allocation for capacity building of the different projects. NILG should keep track of, and record these exposure visits by the UPs and Pourashavas from their own funds, and funds from different projects. NILG should take the initiative to ensure discussion, and highlight HLP activities in Upazila and District Development and Coordination Committee meetings, and record them in the respective minutes of meeting. It is better if the HLP activities are included in the regular agenda of these meetings. UPs and Pourashavas should include HLP in their monthly meetings as regular agenda, and record the discussions in the minutes. UPs and Pourashavas should organize street fairs to identify, and share good practices within their wards to create positive competition among the wards. It will also lead to the deepening of HLP.

Planning for Field Mission

PMU staff and DPD explained that one Union and one Pourashava will be visited by local government representatives, and if any other participants are interested in joining, they can also join in the field mission. They further reminded all participants that the team is going to see the existing good practices through ‘A-CAR’ principle. Therefore, appreciation, and the effort to connect with peers will be the main process of engagement during field mission.

Findings from Field Mission

Exposure visit to Kakrazan Union of Basail Upazila, Tangail district

The host Kakrazan UP Chairman welcomed the visitors, and introduced them to UP Members, Secretary, Head Teachers from different schools, madrasas, representatives of Service Holders Association, Youth Forum, and other local elites at the UP Conference Room. The visitors also introduced themselves and explained about the background and purpose of the visit. The Mayor of Basail Pourashava too joined the event. The UP representatives explained their good practices through a PowerPoint presentation. The most remarkable good practices are – 1) Service Holders’ Association, 2) Youth Club, and 3) Adolescent Club.

➔ Service Holders’ Association: All the service holders from this Union who are working within the country and abroad formed the Service Holders’ Association. The total number of members is 305. The UP Chairman is the Adviser of this association. Usually, most of them return home for Eid-ul-Fitar or Eid-ul-Adha.

The day after Eid, they organize Eid reunion with the students of this Union. The main agenda of this event are morale boosting of the students; encouraging them to participate in different educational and social activities; preventing students from dropping out due to poverty; employment generation; providing support during admission test in universities outside the district, and newcomers in jobs outside the district etc. They also help in fund generation for different social and educational activities. Association members created a fund of BDT 200,000.00 to help the students from poor families. They also organize different events for the elderly retired officials, teachers, and social workers to honour them for their remarkable work.

➔ **Youth Club:** The Youth Club consists of the young males and females of this Union. They concentrate on employment generation, games and sporting events for the youths, prevent drug addiction, child marriage, and eve teasing. They also organize courtyard meetings to motivate the youths in this regard, and maintain regular contact with UP Chairman and Service Holders' Association.

➔ **Adolescent Club:** Adolescent Club is formed with the students (females and males) of different educational institutions. Their main focus is helping each other in regular study, helping to prevent students from dropping out, preventing child marriage, participation in different educational, and sporting events, and maintaining regular contact with the Service Holders' Association, Youth Club members, and UP Chairmen in connection with their activities.

The UP Chairman serves as the main coordinator and advisor, and is managing nicely. He expressed his willingness to share his good practices with other UPs, and interested parties, and to learn from others' good practices. The Basail Pourashava Mayor thanked the UP chairman, and said that he found these UP good practices fascinating and remarkable. He said he will take the initiative to replicate these good practices in his Pourashava. Rezaur Rahman, UP Secretary, Ranihati UP and Moshir Rahman, UP Secretary from Karimganj expressed their interest in replicating the good practices of Kakrazan UP at their respective UPs.

The visiting team expressed their gratitude to the UP for sharing their good practices, and warm hospitality before leaving for Shakhipur Pourashava along with the Basail Pourashava Mayor.

Exposure Visit to Shakhipur Pourashava

Shakhipur Waste Management Center: The Plant can cover approximately 30,000 people under this waste management system. This project has been replicated by the City Corporation of Dhaka and Saidpur Municipality. The land for this plant was provided free of cost by the Chairman. The initial cost of the land was approximately one crore thirty lakhs. The technical support to design and construct this plant was provided by Bangladesh Association for Social Advancement (BASA) and WaterAid Bangladesh. Monthly operational cost of this plant is around BDT one lakh fifty thousand, and the monthly earning from is around BDT 80,000. Therefore, a large amount of subsidy is still required to operate this plant.

Key learnings from the day's exposure visit – Innovations, and Good Practices require the following:

- ◀ Community Participation is vital for it to succeed
- ◀ Leadership and vision of Chairman and Mayor
- ◀ NGO's interventions
- ◀ Innovation in the waste management system

Take away:

- ◀ Replicable technology of waste management
- ◀ Waste management system

Reflections from Stakeholders

Summary of reflections are stated below.

- **Reflection from UPs:** Outstanding workshop, developed a better understanding of what HLP is, and how it works. They felt honoured to be a part of this workshop to contribute towards thinking on institutionalization of HLP, which will be a landmark in future.
- **Reflection from Pourashavas:** Excited to learn, reflect, and participate. Now, they are ready to pilot institutionalization of HLP in their respective Pourashavas.
- **Reflection from Upazilas:** Never aware about HLP, though an HLP Upazila Workshop was organized, but not much attention was given at that time. Now, they are ready to pilot institutionalization of HLP in their respective Upazilas.
- **Reflection from supporting partners:** Lots of things are getting clarified and are clearer now. There is a need to complete all tools and instruments for faster, but systematic rolling out of HLP.
- **Reflection of HLP Expert:** There is always scope for introduction of new ideas. In this very place on 26th June 2007, the 'idea of HLP popped up' with a suggestion of the UP Chairman from Tarash Upazila of Srirajganj district. Similarly, this evening the 'idea of institutionalization was born' on 27 February 2021. Hope this will lead to another success story, and help the HLP movement globally.

Workshop Evaluation

A scale of zero to 10 was created on the floor. Participants were requested to stand where they feel is appropriate to give marking for organizing and facilitating this workshop. Most of the participants stood between 8 and 9; whereas, a few stood around 5. The explanation given by participants (4 or 5 in numbers) that they have come across HLP for the first time, and acquired a significant degree of understanding about the subject; but until all these are demonstrated on the field, their insights will not be developed. Therefore, they require further opportunities to improve themselves to internalize HLP, and that is why they stood on the marking of five. The remaining participants all mentioned they are quite happy, excited, and confident that they can make changes, and that is why they stood on the mark between 8 and 9.

Concluding Remarks by NILG

The Director, Training and Consultancy, NILG in his capacity as Project Director, NILG-HLP summarized the proceedings of the workshop. An intensive workshop was organized with support from all stakeholders for two and half days. This is the first workshop where all stakeholders have brainstormed, and made suggestions on how NILG can go about institutionalizing HLP. The findings of the workshop will be captured and shared through the workshop report; and the summary of findings will be shared with the Director General of NILG. His views and suggestions on all these will be used to further polish the findings, and shared at the Project Implementation Committee meeting, followed by being shared at the Project Steering Committee meeting. Finally, it will be rolled out for institutionalization. Thanks to Kakrazan Union of Basail Upazila and Hatibandha Union of Sakhipur Upazila of Tangail district; and Basail Pourashava and Shakhipur Pourashava for agreeing to pilot the institutionalization of HLP. We hope we will receive requests from a few more UPs, Upazilas, and Pourashavas to initiate this piloting. Finally, the Project Director, on behalf of the Project Management Unit and NILG, conveyed his thanks, and concluded the workshop.

The background features a light blue gradient with decorative elements. In the top right and bottom left corners, there are wavy, multi-line patterns in a light blue color. The central focus is a large, stylized graphic composed of two overlapping diamond shapes. The left diamond is a vibrant green, and the right diamond is a deep blue. They are positioned such that they appear to be interlocking or overlapping. The word "Annexures" is centered within the space where the two diamonds meet.

Annexures

ANNEX-I: WORKSHOP AGENDA

Sl	Time	Sessions and Presenters/Facilitators	Methodology
26th February (Friday) 2021			
1.	05:30 - 06:00 pm	Registration	
2.	06:00 - 06:30 pm	Welcome and Opening <ul style="list-style-type: none"> - Welcome Remark by APD - Mini Retreat Objectives by DPD - Opening of Mini Retreat by PD 	Brief Speeches
3.	06:30 – 07:00 pm	HLP: Where are we standing now? By Santanu Lahiri	Four Corner Exercise
4.	07:00 – 08:00 pm	Knowing each other By Santanu Lahiri (SL)	Welcome Mapping
27th February (Saturday) 2021			
5.	09:00 – 09:45 am	HLP Journey Timeline and presentations by participants	Mapping through VIPP
6.	09:45 – 10:30 am	HLP Strengths and Challenges in rolling out in LGIs	Group Discussions
7.	10:30 – 11:00 pm	Developing Road Maps – Features and Milestones	Group Exercises
8.	11:00 – 11:15 am	Tea Break	
9	11:15 – 12:30 pm	Presentations of Group Work by participants	Group work
10.	12:30 – 02:00 pm	Lunch and Prayer	
11.	02:00 – 03:30 pm	Discussions on HLP tools/instruments: <ul style="list-style-type: none"> <input type="checkbox"/> Criteria of Upazila and Pourashava selection <input type="checkbox"/> Selection criteria for identifying HLP Local Champions, HLP School Ambassadors, HLP Women Leaders Comments on: <ul style="list-style-type: none"> <input type="checkbox"/> Draft concept note for HLP Network Workshop <input type="checkbox"/> Draft concept note for HL, Field Experience Study <input type="checkbox"/> Draft concept note for HLP Peer Review/Validation Mission <input type="checkbox"/> HLP reporting system 	Group work and presentation
12.	03:30 – 03:45 pm	Tea Break	
13.	03:45 – 04:15 pm	Planning for Field Mission and other activities	Plenary
14.	04:15 – 04:45 pm	Planning for Field Mission and other activities	Plenary
15.	04:45 – 05:30 pm	Closing and Wrapping-up <ul style="list-style-type: none"> - Reflection on behalf of LGI - Reflection from MAB - Reflection on behalf of Supporting Partner - Reflection on behalf of HLP Experts - Reflection from SDC - Closing Statement by PD Vote of thanks by DPD	
28th February (Sunday) 2021			
16A.	08:00 – 12:30 pm	Depart for the field mission, visit to observe Good Practices in Shakhipur Pourashava and return; presentation of learning and reach consensus on how to share learning upon return	Identify immediate next steps for rolling out road map into action
16B.	08:00 – 12:30 pm (Parallel session)	Integrating road map activities and indicators within 2-Years Plan Finalize all tools/instruments	
17.	12:30 – 01:30 pm	Lunch	
18.	01:30 – 02:30 pm	Reflections from field	After this session LGIs will depart
19.	02:30 – 05:30 pm	Final revision of TAPP Preparation for PIC Preparation for PSC	
01st March (Monday) 2021			
20.	09:30 – 12:00 noon	Presentation on: Final revision of TAPP Preparation for PIC Preparation for PSC	After this session, participants will depart

ANNEX-II: LIST OF ATTENDEES

Ministry & Department

Mr. Md. Borhan Uddin Bhuiyan
Project Director, HLP and
Director, Training & Consultancy (Joint
Secretary), NILG
E-mail:borhan4515@yahoo.com



Mr. Mohammad Atiqur Rahaman
PS to Minister (Joint Secretary)
Ministry of Railways
E-mail :Rahaman6542@gmail.com



Mr. Md. Amin Sharif
Senior Assistant Secretary and
Desk Officer for HLP Project, LGD
E-mail:supon74@yahoo.com



Mr. M. Shafiqul Islam
Additional Secretary (Retd.) and
Former HLP Focal Person-LGD;
and President, HLP Foundation
E-mail:shafiq5757@gmail.com



Pourashava Representatives

Mr. Abu Hanif Azad
Mayor
Shakhipur Pourashava, Tangail
E-mail:shakhipoura@yahoo.com



Mr. Md. Shahiduzzaman
Mayor
Keshorhat Pourashava
E-mail:admin@keshorhatpourashava.com



Mr. Md. Abdur Rahim Ahmed
Mayor
Basail Pourashava, Tangail
E-mail:basailpsva@gmail.com



Upazila Representatives & Administration

Mr. Kazi Alid Hossen
Chairman
Basail Upazila Parishad, Tangail
E-mail:kaziolid60@gmail.com



Mr. Md. Julfiker Haider Kamal
Chairman
Sakhipur Upazila, Tangail
E-mail: No Email



Ms. Chitra Shikari
Upazila Nirbahi Officer (UNO)
Sakhipur, Tangail
E-mail:unoshakhipur@mopa.gov.bd



Union Parishad Representatives

Mr. Mamun-Ar- Rashid Khan

Chairman, Kanchanpur UP, Basail
Upazila
E-mail:aklasboss@gmail.com



Mr. Md. Giyas Uddin

Chairman, Hatibandha UP,
Sakhipur Upazila
E-mail:hatibanda.up5@gmail.com



Mr. Md. Abdul Jabbar

Chairman, Moynadighi UP,
Boda Upazila, Panchagarh
E-mail:maidendighiisc@yahoo.com



Mr. Md. Golam Rahman Sarker

Chairman, 7 no. Tepriganj UP, Debiganj
Upazila, Panchagarh
Email:g.rahmansarker.chairman@gmail.com



Mr. Md. Shahadat Hossain Khan

Vice-Chairman, Basail Upazila, Tangail
E-mail:shahadat_tgl@yahoo.com



Ms. Moli Akhee

Vice-Chairman, Basail Upazila,
Tangail
E-mail: No Email



Mr. Md. Aliul Islam

UP Secretary, 7 no. Tepriganj UP, Debiganj
Upazila, Panchagarh
E-mail: kumerroyr@gmail.com



Mr. Md. Awlath Hossain

UP Secretary, Moynadighi UP,
Boda Upazila, Panchagarh
E-mail: awlath1985@gmail.com



Mr. Rezaur Rahman

UP Secretary, Ranihatil UP,
Chapai Nawabganj Sadar Upazila, Chapai
Nawabganj
E-mail:rezaurrahman693@gmail.com



Mr. Kanchan Kumar Dey

UP Secretary, 7 No. Alipur UP,
Satkhira Sadar Upazila, Satkhira
E-mail:deyk7053@gmail.com



Md. Masihur Rahman

UP Secretary, Baroghoria UP, Karimganj ,
Kishoreganj
E-mail: mashiurups@gmail.com



Md. Hajarat Ali

UP Secretary, Sadullahpur UP,
Pabna Sadar Upazila, Pabna
E-mail:hazrat3188@gmail.com



Mr. Anwar Hossain

UP Secretary, Hatibandha UP, Shakhipur
Upazila
E-mail: hatibandaup5@gmail.com



Mr. Akhil Chandra Sarker

UP Secretary, Kanchanpur UP,
Basail Upazila
E-mail:aklasboss@gmail.com



NILG Representatives

Ms. Manika Mitra

Deputy Project Director,
HLP-NILG and
Research Officer, NILG
E-mail:manika_khama@yahoo.com



Mr. Md. Imranur Rahman

Assistant Project Director,
HLP-NILG and
Research Officer, NILG
E-mail:imranbd@y7mail.com



HLP PMU Representatives

Dr. A. K. M. Sharifullah

Project Manager
HLP-NILG
Mobile: 0171123233
E-mail:sharifullahak@yahoo.com



Ms. Khadizatul Quobra (Nancy)

Operational Associate
HLP-NILG
E-mail:khadizanancy882@gmail.com



Mr. A. B. M. Obaidul Hoque

Finance Associate
HLP-NILG
E-mail:ohoque1340@gmail.com



Mr. Md. Nazmul Huda Masud

Programmer
HLP-NILG
E-mail:nh_masud@yahoo.com



Mr. Raiyan Sabbir

Monitoring & Evaluation Associate
HLP-NILG
E-mail:raiyanmsabbir@gmail.com



Mr. S. M. Ruhul Abrar

Learning & Advocacy Associate
HLP-NILG
E-mail:midsmabrar@gmail.com



Ms. Pratima Mitra (Toma)

LG Helpline Associate
HLP-NILG
E-mail:pratimatama12@gmail.com



Mr. Habibur Rahman

Office Assistant
HLP-NILG
Email:habibar38@gmail.com



HLP Advisor and Back-stopping Consultant SDC

Santanu Lahiri

Advisor HLP,
SDC Consultant for Back-stopping
NILG for HLP
E-mail:santanulahiri@hotmail.com



HLP Experts

Mr. Md. Aowlad Hossain

Executive Director
HLP Foundation
E-mail:aowladh@gmail.com



Ms. Israt Jahan

Programme Manager
DASCOH
E-mail:sdsdraj.dascoh@gmail.com



Sayed Kawsar Hossain

Agriculture Officer
Shataphool
Email:kawsar.hossain03@gmail.com



HLP Supporting Agencies

Mr. Md. Mahfuj-ur Rahman

Project Manager
WaterAid
E-mail:mahfujurrahman@wateraid.org



Mr. Shah Alam

Executive Director
PRIP Trust
E-mail:shahalamsfm@gmail.com



Mr. Md. Rafiqul Haque

Deputy Director- Program
Shushilon
E-mail: rafiq@shushilan.org



Ms. Umme Habiba

Deputy Country Director
HELVETAS
E-mail:umme.habiba@helvetas.org



Mr. Md. Tariquzzaman

Deputy Director
Breaking The Silence (BTS)
E-mail:tareq@breakingthesilencebd.org



ANNEX-III: TARGET AREA SELECTION

Sl. No.	Division	Number of Districts	Number of Upazilas	Number of Unions	Number of Pourashavas
1	Dhaka	8	49	321	35
2	Sylhet	2	15	120	6
3	Rangpur	5	40	368	15
4	Chottogram	7	19	173	24
5	Mymensingh	3	14	156	27
6	Barishal	3	7	68	11
7	Rajshahi	5	31	259	20
8	Khulna	6	29	287	12
Total		39	204	1938	150

ANNEX-IV: CRITERIA FOR SELECTING HLP LOCAL HERO, HLP WOMAN LEADER, AND HLP SCHOOL AMBASSADOR

Criteria for selecting Local Heroes (male and female)

- ▶ Good mentality
- ▶ Acceptable character
- ▶ Participation in public welfare activities
- ▶ Leadership
- ▶ Helpful mentality
- ▶ Male/Female
- ▶ Capability of explanation
- ▶ Responsible
- ▶ Good speaker

HLP Woman Ambassador: Evaluation by related Local Government

- ▶ Good mentality
- ▶ Acceptable character
- ▶ Participation in public welfare activities
- ▶ Leadership
- ▶ Helpful mentality
- ▶ Capable of command
- ▶ Responsible
- ▶ Good speaker
- ▶ Sensitive of women's issues

HLP Student Ambassador: Evaluation by related Local Government

- ▶ Student Forum Leader
- ▶ Member of Boy Scouts/Girl Guides
- ▶ Intelligent
- ▶ Debater
- ▶ Regular Student
- ▶ Leadership
- ▶ Good at public speaking (speeches)

ANNEX-V: TOOLS AND INSTRUMENTS FOR ROLLING OUT HLP INSTITUTIONALIZATION

Sl. No.	HLP Steps	Tools	Required Action
1.	Step-1: Identifying Good Practices	HLP Upazila Workshop Report	Report template
2.		Fact Sheets (posters)	Poster template
3.		Video clippings of Good Practices	Sample clippings
4.	Step-2: HLP Network Workshop	HLP Network Workshop Report for UPs	Report template
5.		Plans for exposure visits to UPs	Template for Planning
6.		HLP Network Workshop Report for Pourashavas	Report template
7.		Plans for exposure visits to Pourashavas	Template for Planning
8.		Plan for finalization and printing of Fact Sheets	Fact Sheet template
9.		Community Radio episodes	Dummy dry run of episode
10.	Step-3: Exposure visit through A-CAR	Back to office report/field mission report	Replication plan template
11.		Video clippings of exposure visit	Sample clippings
12.	Step-4: Prioritize GPs for Replication	Dialogues with citizens for replication	Annual Plan and Budget Booklet of UP (already existing)
13.	Step-5: Replication of Good Practices	Outcome of Good Practice vis-a-vis expenditure	Template for outcome and expenditure tracking
14.	Step-6: Peer Review/ Validation	Peer Review Report	Template for Peer Review Report for LGIs
15.		Validation Mission Report	Template for Validation Mission Report for PMU/NILG
16.	Overall HLP	HLP Tracker	Map-Based HLP Tracking system
17.		HLP Thematic Workshop	Workshop Template
18.			Workshop Report Template
19.		HLP International Convention	Outline for convention
20.		HLP Annual Report	Report Template

For further information please contact

Mr. Md. Borhan Uddin Bhuiyan

Director (Joint Secretary), Training and Consultancy and
Project Director,
Institutionalization of HLP in Bangladesh Project,
National Institute of Local Government (NILG)

Ms. Manika Mitra

Research Officer and
Deputy Project Director,
Institutionalization of HLP in Bangladesh Project,
National Institute of Local Government (NILG)

Mr. Md. Imranur Rahman

Research Officer and
Assistant Project Director,
Institutionalization of HLP in Bangladesh Project,
National Institute of Local Government (NILG)

E-mail: hlpbd@outlook.com; hlpbd2007@gmail.com;
www.facebook.com/hlpbd
www.hlp.gov.bd

29 Agargaon, Sher-E-Bangla Nagar,
Dhaka 1207, Bangladesh.