



## **Call for Expression of Interest for Horizontal Learning Program (HLP)**

**September, 2019**

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## Part 1: Information to the Applicants

### 1.1 Introduction to Horizontal Learning Program (HLP)

The Horizontal Learning Program (HLP) is an outcome based peer learning initiative facilitated by the Local Government Division (LGD) of GoB. The project development objectives are to institutionalize the Horizontal Learning Program which will further helps to enables LGIs for identifying their good practices and then share, replicate, summarize, analyze, and present the lessons learned to policymakers.

**Specific Objectives:** The specifics objectives are;

- Institutionalize Horizontal Learning for LGIs; i.e., to increase the capacity of NILG and LGD to review and adopt relevant local government good practices, rules, policies and acts based on the grassroots learning from horizontal learning.
- Ensure quality assurance of horizontal learning; i.e., to monitor the enhanced capacities of LGIs for ensuring the delivery of quality public services and good governance to all, with a particular focus on poor and disadvantaged women and men.
- Review and update National Basic Capacity Building Program for Union Parishads and gradually for all the tiers of LGIs.

**Targets:** The overall targets of this HLP Institutionalization Project are to cover 2000 Union Parishads and 150 Pourashavas and 200 Upazilas from 33 Districts within 4 years. Out of that, at least 1500 UPs, 100 Pourashavas and 100 Upazilas from 25 Districts will be covered within the project period. On top of that after the midterm review/evaluation, the actual number of LGIs may increase considering the actual situation.

### 1.2 Program Period:

Horizontal Learning Program (HLP)	October 2018 –September 2022
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### 1.3 Project Working Areas:

Horizontal Learning Program (HLP)	2000 Union Parishads and 150 Pourashavas and 200 Upazilas from 33 Districts (Specific Union Parishads, Pourashavas, Upazilas and Districts are to be identified by random selection algorithm and consultation of experts-(At least 1500 Union Parishads ,100 Pourashavas,100 Upazilas from 25 districts))
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### 1.4 Project Implementation Modality

In each of the above project districts, the project activities will be implemented through NGO(s). NGOs are the responsible bodies to make necessary coordination with HLP Project Management Unit and other relevant agencies.

This call for the EOI aims at receiving applications from capable NGOs/INGOs that are interested to carry out the implementation of the project activities in any of the project district (s).

### **1.5 NGO/INGOs Selection Process**

Two phases selection process will be put in place which includes: a) Submission of Expression of Interest (EOI) and b) field verification of the shortlisted NGOs. Based on the evaluation of EOI, field verification will be conducted only on the shortlisted NGOs. Those NGOs who meet all the requirements and have proven experience of work in the required field would be selected for the project.

### **1.6 Eligibility Criteria for Expression of Interest**

1. The EOI process is open to interested, eligible and experienced NGOs. NGO(s) having minimum 5 years of experience in Bangladesh.
2. In order to be eligible, the NGO/INGO should be registered in NGO Affairs Bureau Bangladesh in accordance with the prevailing rules and should have valid registration, VAT registration and should have Tax Clearance Certificate for FY 2018 and Income Tax Submission Certificate for FY 2018 or Income Tax Clearance Certificate for FY2018 alongside up to date TIN Certificate.
3. Similarly, the NGO(s) must have completed the implementation of Horizontal Learning Program within last 5 years.
4. The applicant shall submit Self Declaration mentioning their eligibility, conflict of interest, receive any punishment while doing consulting business and litigation history (if any).
5. The Applicants shall have a good professional reputation with demonstrated competency in successfully conducting Preparation and Implementation of Resettlement Plan.

## **Part 2: Preparation for the submission of EOI documents**

### **2.1. Documents for EOI**

The completed EOI application to be submitted by Applicants shall comprise the following documents:

Form Type Description/Content

Form: A General Information Regarding the NGO and Technical & Financial Capability of the NGO

Form: A-1 Letter of Submission

Form: A-2 Self-Declaration Form

Form: A-3 Commitment to Code of Ethics and Anti-Corruption Policy

Form: A-4 Eligibility Status

Form: A-5 Identification of the NGO

Form: A-6 Financial capability of the NGO

Form: B Experiences of the organization in the Last Five Years related to HLP

Form: C Information of key Staff members

### **2.2 General Information of the required documents**

The Applicant shall provide a Letter of Submittal with completed forms as provided in the Format "Form A to C" in the EOI document. All necessary information shall be presented to demonstrate the firm/joint venture's capability, experience and professionals to be deployed for the study.

#### **2.2.1 Information Regarding Technical & Financial Capability of the NGO**

Form: A - 1: Letter of EOI Submission

The applicant shall submit the EOI submittal letter with attachment of necessary document(s). The letter shall be signed by an authorized representative of the NGO and shall be stamped by the NGO's seal. The format of submission letter is given in Form A-1 of this EOI document.

In such letter, the applicant shall provide a statement of its willingness and commitment to abide by all applicable laws, regulations, and other requirements in the execution of this work, if selected.

Form: A - 2: Self Declaration Statement of NGO

The applicant shall submit a self-declaration statement stating that the NGO (all members in the joint venture jointly or individually) is not ineligible to participate in this procurement process, that the NGO does not have any conflict of interest in the proposed assignment, and that the NGO has not received any punishment while doing business. The self-declaration letter shall be signed by an authorized person of the NGO and shall be stamped by the company's seal. The format of the self-declaration letter is given in Form A-2 of this EOI document.

Form: A - 3: Commitment of Code of Ethics and Anti-corruption Policy

The applicant shall submit a statement stating that the NGO shall abide by the code of ethics and anti-corruption policy. This commitment to abide by code of ethics and anticorruption policy shall be presented in Form: A-3 of this EOI document.

Form: A - 4: Eligibility Status

The applicant shall fill form A-4 and submit supporting documents to support the eligibility requirement(s). The supporting documents will be in the form of copies of registration certificate from NGO Affairs Bureau, TIN Certificate and VAT Certificate.

Form: A - 5: Identification of the NGO

The background information of the NGO shall be presented in the prescribed Form A- 5. Necessary documentary evidences should be provided to substantiate the data contained in the Form, A-5.

Form: A - 6: Identification of the NGO

The background information of the NGO shall be presented in the prescribed Form A- 6. Necessary documentary evidences should be provided to substantiate the data contained in the Form, A-6.

Form: A-7: Financial Capability of the NGO The financial capability of the NGO shall be presented in prescribed Form: A-7 of this EOI document. The financial status of the NGO shall be supported with audited reports for the three preceding fiscal years. The financial capability of the NGO shall not be considered for evaluation if not supported by copies of audit reports.

### **2.2.2 Experience of the NGO in the Last five years**

The NGO shall present experiences as prescribed in form B. The experience of the NGO shall be supported with evidence/proof in the form of experience certificates/completion certificates showing the dates of completion of the assignments, short description of assignment and value of the consulting assignments. The experience of the NGO without evidence/proof shall not be considered for evaluation. In addition, only completed projects/assignments will be considered for evaluation. Ongoing projects/assignments will not be evaluated. Only one example of experience is mandatory but are encouraged to provide more than one examples.

The NGO shall also provide a short essay (minimum 150 words) describing their previous experience in Horizontal Learning Program in partnership with LGIs. We request to provide only one such example.

Form: B-Specific experience of the NGO on relation to HLP fields in last 5 years.

### **2.2.3 Details of Proposed Key Professionals to be deployed for the Study**

The details of key professional staff proposed for the study and their experience shall be presented in prescribed Form C. The professional staff should have minimum five year of experience. Marks will be

given only to the Professionals listed in details of professional staffs to be deployed for the implementation.

### **2.3 *Cost of Preparation of EOI and Liability.***

Applicants shall bear all costs associated with preparation and submission of the completed EOI document. HLP Project Management Unit shall, in no case, be responsible or liable for these costs, or have any other liability to any Applicant, regardless of the conduct or outcome of the EOI process. HLP Project Management Unit shall have no obligation to any Applicant to reimburse any costs incurred in preparing a response to this EOI.

### **2.4 *Confidentiality of the Document***

If an Applicant believes that any portion of the submittal is to be treated in confidence, he/she shall identify such information clearly in the submittal. HLC shall make every effort to treat such documents in confidence as far as possible.

### **2.5 *Submission of Expression of Interest (EOI)***

#### **2.6.1 Number of Copies of the EOI Application**

The Applicant shall submit an original and one (1) extra copy of the completed EOI document clearly mentioning Original and Copy and name of the project. In the event of any discrepancy between the original and the copy, the original shall govern. The Applicant shall submit an electronic copy of the completed EOI application supplementary to hard copy. However, the evaluation of the EOI document shall only be done based on the hard copy of the EOI application submitted by the applicant.

#### **2.6.2 Sealing and Marking**

The Applicant shall seal the original and copy of the completed EOI in separate envelopes, duly marking the envelopes as "Original" and "Copy". These envelopes shall then be sealed in an outer envelope and marked as "Expression of Interest". The inner as well as outer envelope shall clearly mention the name of assignment. The envelopes should also clearly indicate the name and address of the Applicant. The inner and the outer envelopes shall be addressed to:

Md. GolamYahia,  
Additional Secretary,  
Project Director (PD)-HLP,  
29 Agargaon, Sher-e-Bangla Nagar,  
Dhaka-1207  
Phone:+880255006986

#### **2.6.3 Deadline for Submission**

Duly completed EOI documents should be submitted to the address specified in Section 2.6.2 by 12 Noon 9<sup>th</sup> October 2019. The completed EOI application received by the program authorities after the deadline shall be considered late and shall be summarily rejected & returned unopened. If the deadline specified herein falls on a government holiday the deadline shall be extended automatically to the next working day at the same hour.



#### **2.6.4 Withdrawal of EOI Application**

An Applicant shall not be permitted to withdraw the EOI Application submitted by them.

#### **2.6.5 Opening of EOI and Result Announcement**

The EOI applications received by the due date and within the time specified in Clause 2.6.3 shall be duly analyzed and evaluated. Result of the evaluation would be announced only to the selected NGO(s) through official letters issued by HLP Project. Final result would be concluded after high level discussions between HLP Project Management Unit and the selected NGO(s).

**FORM: A-1**

LETTER OF SUBMISSION

[Letterhead paper of the Applicant, by the NGO)

To

Md. GolamYahia,  
Additional Secretary,  
Project Director (PD)-HLP,  
29 Agargaon, Sher-e-Bangla Nagar,  
Dhaka-1207  
Phone:+880255006986

Date:

Sir,

Being duly authorized to represent and act on behalf of..... (*hereinafter "the Applicant"*), and having reviewed and fully understood all the information provided in the EOI document, *the undersigned hereby applies for qualification by HLP Project Management Unit as a NGO for the Implementation of Horizontal Learning Program in Bangladesh.*

*We do not have any objection, if the HLP Project representatives conduct any verification of the statements, documents, and information submitted in the EOI submitted herewith.*

*We do not have any objection, if the HLP Project representatives contact any of our representatives to this letter for any further information.*

This application is made in the full understanding that "All decisions by *the HLP Project* representatives related to this EOI are final, binding and not *subject* to review". *The HLP Project* representatives shall be under no obligation to inform the Applicant of the reasons for its decisions or actions.

The Applicant hereby provides willingness and commitment to abide by all applicable laws, regulations, and other requirements in the execution of this *assignment*, if selected for the task.

All further communication concerning this EOI application should be addressed to the following *person on behalf of the Applicant*

[Person & Designation]

[Company] [Address]

The undersigned declares that the statements made and the information provided in the duly completed EOI application are complete, true and correct.

Signature Name

Designation

**FORM: A-2**

SELF DECLARATION FORM

To

Md. GolamYahia,  
Additional Secretary,  
Project Director (PD)-HLP,  
29 Agargaon, Sher-e-Bangla Nagar,  
Dhaka-1207  
Phone:+880255006986  
Date: .....

Sir,

I, the undersigned, on behalf of ..... (Name of NGO) declare that we are legally eligible to participate in the implementation process of Horizontal Learning Program (HLP) in Bangladesh. I also declare that we do not have any conflict of interest in the said assignment. I hereby also declare that we have not received any punishment while doing consulting business in the last five years.

(Any history of litigation during the last five years shall also be declared here along with the relevant verdict.)

Signature:

Name:

Designation:

For and on behalf of (Name of NGO)

**FORM: A-3**

Provide the NGO's commitment to their code of ethics and adherence to National Integrity Strategy of the Government of Bangladesh and the principle of anti-corruption.

**FORM: A-4**

ELIGIBILITY STATUS

Fulfillment of Eligibility Requirements

Description	Status (Please mark the status)	Remarks
Valid Registration Certificate ( <b>NGO Affair Bureau</b> )	Yes/No	
Income Tax Clearance Certificate	Yes/No	
Self-Declaration	Yes/No	
At least 5 years of experience in working with Horizontal Learning Program for LGIs in Bangladesh	Yes/No	

**FORM: A-5**

**IDENTIFICATION OF THE NGO**

<b>Name of NGO:</b>	
<b>Address of NGO:</b>	
<b>Telephone Number:</b>	
<b>Fax Number:</b>	
<b>Email:</b>	
<b>Others:</b>	
<b>Registration Number (NGO Affair Bureau):</b>	
<b>Date of Registration(NGO Affair Bureau):</b>	
<b>Validity of Registration (NGO Affair Bureau):</b>	
<b>Vat Registration Number:</b>	
<b>Vat Registration Date:</b>	
<b>TIN Registration Number:</b>	
<b>TIN Date:</b>	

**FORM: A-6**  
FINANCIAL CAPABILITY

Financial Status

Description	Status
Total Assets	
Total Liabilities	
Current Assets	
Current Liabilities	
Current Credit Resource	

Description	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Average Annual
Turnover (BDT/USD)						
Expenditure (BDT/USD)						

(Note: Average annual turnover of NGO in last five years will be considered for evaluation. Supporting documents (Audited Report) should be submitted)

## FORM B

Specific Experience of the NGO on HLP

S.N	Name of Project/Activities	Location(Divisi on and Districts)	Client (LGIs)	Value of contract	Year of Completion	Description of The project
1						
2						

(Note: Only one is mandatory but if relevant more can be added)

Detailed Essay on relevance of the specific experience with Horizontal Learning Program (Minimum 150 words)



**FORM C**

**Information of key Staff members**

<b>S.N</b>	<b>Name of Staff</b>	<b>Education</b>	<b>Designation</b>	<b>Area of Expertise</b>	<b>Experience with HLP (Yrs)</b>

## **Part 3: Evaluation**

### **3 Eligibility of EOI**

The HLP Project Management Unit shall carry out evaluation of the EOI applications based on the approved evaluation criteria. Anything not mentioned in this document regarding the EOI shall be governed by the prevailing rules and regulations of Bangladesh alongside rules and regulation of HLP project.

#### **3.1 Screening and Evaluation of EOI**

The evaluation of EOI documents will be done in two stages (i) Screening of EOI documents of all NGOs; and (ii) Evaluation of EOI document of eligible NGOs

##### **3.1.1 STAGE I: Screening of NGO**

In this stage, a preliminary screening of received EOI document will be done. The NGO shall be evaluated on 'Pass' or 'Fail' basis. Each NGO must 'pass' each and every criterion mentioned below; any NGO not complying with any one of these criteria is disqualified from further evaluation. The basic criteria for the eligibility of applicants are as follows:

##### **Eligibility Requirement**

<b>1</b>	Valid Registration with NGO Affair Bureau
<b>2</b>	VAT Certificate
<b>3</b>	Income Tax Certificate year 2018
<b>4</b>	Self-Declaration

##### **Minimum Experience of Organization**

Experience of NGO not less than 5 years in implementation of Horizontal Learning Program with LGIs within Bangladesh.

##### **3.1.2 STAGE II: Detail Evaluation of EOI Documents**

In second stage, the EOI document of eligible NGOs (NGOs determined "Pass" in Stage), will be further evaluated based on (i) Capability of NGO, (ii) Specific Experience of the NGO and (iii) Key Professional proposed for the assignment. The criteria for detail evaluation are:

1. Capability of the NGO: 20 Marks
2. Specific Experience of the NGO(s) in 5 years: 45 Marks
3. Key professionals proposed for the activity: 35 Marks

### ***3.2 Rejection of EOI Document of Applicant***

HLP Project Management Unit reserves the right to accept or reject any or all EOI proposals with or without giving any reason whatsoever and is not liable for any losses to applicant due to such rejection.

Furnishing of false or wrong information, document or evidence by any NGO/INGO may result in rejection of the EOI document of the organization.

### ***3.3 Notice of result of evaluation***

All applicants, whether qualified or disqualified in the EOI process, will not be notified in writing, indicating the result of the qualification. Written letters would be sent only to the qualified shortlisted NGO/INGOs. Applicants listed in the short-list would be contacted for further discussions and final result would be decided by the HLP Project Management Unit upon the fruitful conclusion of the EOI process.

## **Appendix: ToR for the agency/agencies (SA)/NGO/Consortium of NGOs**

<b>Assignment:</b>	<b>Support towards Institutionalization of HLP</b>
<b>Appointment type:</b>	<b>Agency/Agencies (SA)/NGO/Consortium of NGOs</b>
<b>Location:</b>	<b>Bangladesh</b>
<b>Assignment Duration:</b>	<b>45 months</b>

### **Background**

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 initiated in November 2007, and is still operational with support from SDC in collaboration with many other development partners. After a pilot initiative in 2007, the demonstration phase of the process lasted for two years, after that the scaling-up phase of HLP lasted from 2011 to 2016. NILG joined HLP in 2011. Horizontal Learning Centre (HLC) was established as a secretariat for HLP in a part of NILG. In spite of the many good practices in local government institutions (LGIs) of Bangladesh developed by cooperation projects, government endeavors, and local initiatives, there was no robust system to capture and replicate them, as well as to feed these experiences back into training programs and policy processes. Now, HLP requires to be institutionalized by NILG with overall guidance of LGD, in collaboration with development partners, which needs to be a nationally-led and nationally-owned process.

The project development objectives are to institutionalize the Horizontal Learning Program which will further help to enable LGIs for identifying their good practices and then share, replicate, summarize, analyze, and present the lessons learned to policymakers. The specific objectives are; a) Institutionalize Horizontal Learning for LGIs; i.e., to increase the capacity of NILG and LGD to review and adopt relevant local government good practices, rules, policies and acts based on the grassroots learning from horizontal learning; b) Ensure quality assurance of horizontal learning; i.e., to monitor the enhanced capacities of LGIs for ensuring the delivery of quality public services and good governance to all, with a particular focus on poor and disadvantaged women and men and c) Review and update National Basic Capacity Building Program for Union Parishads and gradually for all the tiers of LGIs. The overall targets of this HLP Institutionalization Project are to cover 2000 Union Parishads and 150 Pourashavas and 200 Upazilas from 33 Districts within 4 years. Out of that, at least 1500 UPs, 100 Pourashavas and 100 Upazilas from 25 Districts will be covered within the project period. On top of that after the midterm review/evaluation, the actual number of LGIs may increase considering the actual situation.

### ***Preamble***

The Horizontal Learning Program is a local government (LG) led peer-to-peer learning initiative facilitated by the Government of Bangladesh and supported by development partners. Under this program, local governments connect with each other to identify, share, and replicate the good practices of their peers (see [www.hlpbd.com](http://www.hlpbd.com) and [www.nilg.gov.bd](http://www.nilg.gov.bd)).

The program will be governed by the Project Steering Committee (PSC) under which HLP Core Committee will be operational. Day-to-day guidance will be given by the Horizontal Learning Centre, HLP Secretariat of NILG under overall supervision of Project Director. A HLP Working Team will be formed to guide the supporting agency/agencies to operationalize HLP at LGI level.

The supporting agency/agencies (SA) will need to mobilize local NGOs, and through them administer the following services:

<b>Services</b>	<b>Goal</b>	<b>Indicator</b>	<b>Who will do it</b>
<i>Upazila workshops</i>	UPs identify their good practices	5 good practices/indicators	HLP partner and SA
<i>Pourashava workshops</i>	Pourashavas identify their good practices	5 good practices/indicators	HLP partner and SA
<i>Fact sheets</i>	Document LG good practices	# fact sheets drafted	SA
<i>Exposure visits</i>	LGs review good practices of peers	Budget and plan for replication	HLP partners, SA
<i>Peer Reviews</i>	Review replication progress	Initial results of replication	HLP partners, SA
<i>Collate budgets</i>	Compile LG budget books	\$ allocated to HLP practices	SA
<i>Learning notes</i>	Document key learning from LGs	# learning notes	SA
<i>Case studies</i>	Research/analysis on good practices	# case studies	SA
<i>Learning notes</i>	On best practices	# Learning Notes	SA

Services	Goal	Indicator	Who will do it
<i>Collate results</i>	Compile LG indicators	# people reached	SA
<i>SMS Service</i>	LGs share/learn activities of peers	# members/messages sent	SA, PMU and LGHL
<i>Coordination</i>	Coordination among local HLP partners	Partners' feedback	SA
<i>Facilitation</i>	Assist HLP partners in facilitating HLP Workshops	LGI feedback	SA
<i>Oversight</i>	Strengthen accountability to UPs	LGI satisfaction	HLP Working Team, SA

### ***Objective***

The objective of this assignment is to provide the support services necessary to ***facilitate leadership by LGIs (Union Parishads, UpazilasParishads and Pourashavas)*** of the horizontal learning process. This shall be achieved by extending support through the PMU at NILG to HLP partners and Upazilas through supporting agency/agencies.

### ***Scope of Work***

The Supporting Agency/Agencies/NGO/NGO(s) will be responsible for the provision of the following support services to facilitate leadership of the HLP process by Union Parishads, UpazilaParishads and Pourashavas.

Services	Goal	Indicator
<i>Upazila workshops</i>	UPs identify their good practices	5 good practices/indicators
<i>Pourashava workshops</i>	Pourashavas identify, and share good practices	Pourashavas plans of exposure visits
<i>Exposure visits</i>	LGIs review good practices of peers	LGI budget and plan for replication
<i>Peer reviews</i>	LGIs review peer replication progress	LGI advice on quality of service
<i>Collate budgets</i>	Compile LGI budget books	\$ allocated to HLP practices

Services	Goal	Indicator
<i>Collate results</i>	Compile LGI indicators	# people reached through HLP practices
<i>SMS Service</i>	LGs share/learn activities of peers	# members/messages sent
<i>Coordination</i>	HLP services delivered efficiently	Partners' feedback
<i>Oversight</i>	Strengthen accountability to LGIs	LGI satisfaction

**NB —The provision of these services does not entail the establishment of any new office.**

### ***Timeline***

The contract period shall be for a period of 45 Monthstentatively start from April2019.

### ***Management***

The Supporting Agency/Agencies/NGO/NGO(s) will report to the Project Director (PD) of PMU located at NILG, and final review and clearance of products will be carried out by Project Director.

### ***Payment Terms***

The LGI Workshop, Field Mission/Validation Mission TA/DA and expenses for other related activities requested from PMU will be reimbursement at actual/lump sum basis against the deliverables as per the norms and procedures set up by the Project. The verification of the quality of the outputs and the quality of the process will be undertaken by the Horizontal Learning working team.

Payment will be linked to the provision of the following deliverables over a period of 3.5 years:

Services	No	Output	Schedule
<i>UPZ/Pourashava workshop</i>	105	Workshop report with 5 good practices with indicators	Lump sum
<i>Exposure visits</i>	300	BTOR with plans for replication, or review of progress (Own financing)	Lump sum (TA/DA)
<i>Field/Validation Mission</i>	150	Support to Field/Validation Mission activities (TA/DA)	Lump sum

Services	No	Output	Schedule
<i>Collate results</i>	100	Prepare fact sheets on most replicated good practices	Lump sum
<i>Coordination</i>	12	With HLP Partners — conduct meetings, partnerships, communications	Quarterly
<i>Facilitation</i>	105	Support during 105LGIs Workshops	Lump Sum
<i>Facilitation</i>	4	Feedback (survey monkey), LGI satisfaction (SMS voting)	Annual
<i>Collate results</i>	4	Summary report on budget allocation and people reached	Annual
<i>Consolidation</i>	1	Support to Organize one HLP Convention	Lump Sum
<i>Related Activities</i>	-	As and When Required/Requested by PMU	Lump Sum

### ***Requirements***

The Supporting Agency/Agencies/NGO/NGO(s) that is eligible in compliance with the following criteria:

### ***Qualifications***

- At least 5 years of experience for working with horizontal learning program in Bangladesh;
- Agency/agencies experience/reputation in facilitating local ‘bottom up’ initiatives;
- Good working relationships with national /local government and local non-governmental agencies;
- Good understanding of horizontal learning process and principles;
- Good experience of facilitating LGIs for ensuring services for “All” (nil exclusion);
- Good experiences for facilitating LGIs on ensuring good governance and improving services.

### ***Methodology***

- Clearly articulated methodology, strategy and work plan to address the ToRs;
- Clearly identified areas of ‘value added’ to deliver the objectives of the assignment;
- In case of local administration, they can assign a focal person for HLP activities.

### ***Competence***

- Professional staff with experience on horizontal learning;



- Professional staff with robust experience in appreciation-connection-adaptation/replication principles of HLP, and good insights on monitoring processes.

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