



# HORIZONTAL LEARNING PROGRAM



Horizontal learning enables local governments to 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" my perceptions have really changed", Ex. Chairman Omarmazid UP, Rajarhat upazila, Kurigram.*

### 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 inducive environment for collaboration" Ex. Chairman, Madhainagar UP, Tarash Upazila, Sirajganj.*

### 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."* Ex. Chairman, Ranihati UP, Chapai Nawabganj Sadar Upazila.





Photo: Olli Moilanen

## HLP PROCESS

### Identify

- UPs' are encouraged to identify their good practices (with indicators).

### Learn

- UPs' select the good practices they wish to visit in order to learn from their peers, through appreciation-connection - adaptation process.

### Prioritize

- UPs prioritize, discuss with citizens and integrate good practices into their annual development plan and budget.

### Replicate

- UPs' replicate good practices with the support of their peers.

### Monitor

- UPs' progress in replication is monitored through peer reviews and achievements recognized through the horizontal learning network.



## HLP BACKGROUND

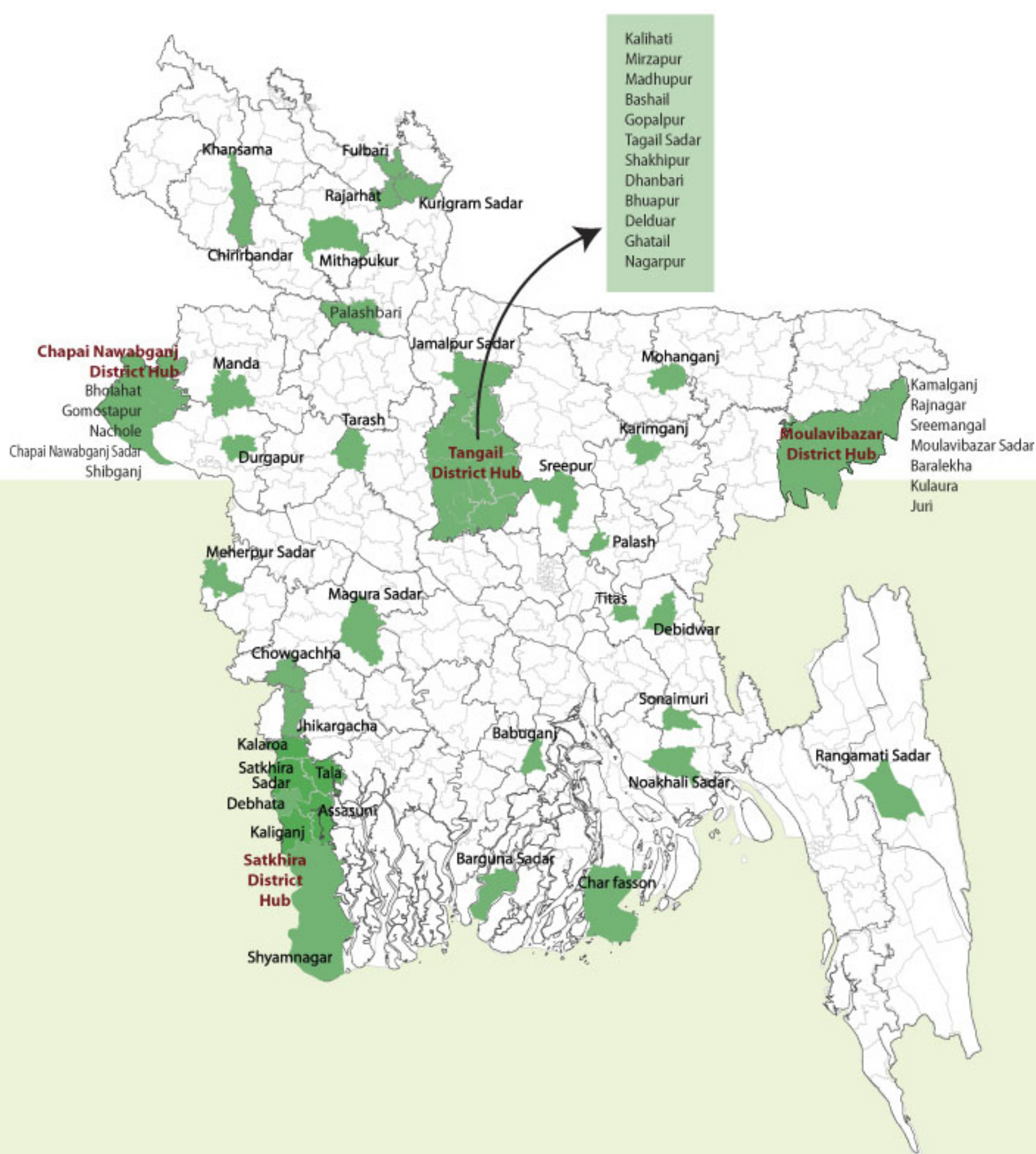
In 2007, a small group of Union Parishad (UP) requested the Water and Sanitation Program (WSP) to support to initiate a peer-to-peer learning process in Bangladesh. In response, the WSP with the support from the Swiss Agency for Development and Cooperation (SDC) and other developing partners planned to initiate Horizontal Learning Program (HLP) amongst UP chairmen and members from 6 upazilas.

The Horizontal Learning Process was developed by WSP and Horizontal Learning was launched as a program by the Local Government Division (LGD) of Ministry LGRDC with support from partner agencies in November 2007. The main purpose was for UPs to identify and share their existing capacities.

With the leadership by UPs and initiation by LGD the Horizontal Learning Program (HLP) has now been expanded to 58 upazilas with the support of 32 developing partners.

## HLP FOCUS AREA

As of December 2013, this process is led by 568 UPs and 33 Pourashavas in 58 upazilas under the guidance facilitated by the Local Government Division and supported by 32 partners.







## HLP VALUE ADDED

Traditional capacity building program usually starts with assumption that there is a lack of capacity. Experts generally decide ‘what’, ‘how’ and ‘when’ these deficiencies will be addressed. In contrast, the basic assumption of horizontal learning is that capacities already exist which are working well at grassroot level. Local stakeholders within a peer network decide 'what', 'how' and 'when' learning will occur.

The Horizontal Learning Program complement conventional capacity building efforts. By sharing ‘what works’ and allowing replication amongst peers, horizontal learning seeks to strengthen the environment for capacity building activities and enhance self confidence.

## HLP SERVICES

The following services are made available through the HLP partner network to promote UPs’ leadership of the Horizontal Learning Program.

SERVICE	SUPPORTED BY
<b>HLP Upazila Workshops</b> UPs’ identify their good practices <b>HLP Fact Sheets</b> UPs’ document their good practices	<b>Upazila Parishad</b> HLP Consultant (Ex. Chairman/Members) HLP Core Team HLP Partners Agencies
<b>HLP Network Workshops</b> UPs’ share their good practices <b>HLP Exposure Visits</b> <i>UPs’ review good peer practices</i>	<b>Horizontal Learning Centre</b> Secretariat located at NILG HLP Consultant
<b>HLP Thematic Workshops</b> Learn about most replicated good practices from UPs’ <b>HLP Learning Notes</b> Document key learning from UPs’ <b>HLP SMS Service</b> <b>HLP Newsletter</b> UPs’ updated on peer progress	<b>HLP Working Team</b> 32 partners under the guidance of LGD <b>HLP Partners Agencies</b> <b>NILG</b> <b>WSP</b> <b>HLC</b>
<b>Horizontal Learning Distict Setu (Hub)</b>	<b>Horizontal Learning Distict Working Team</b>





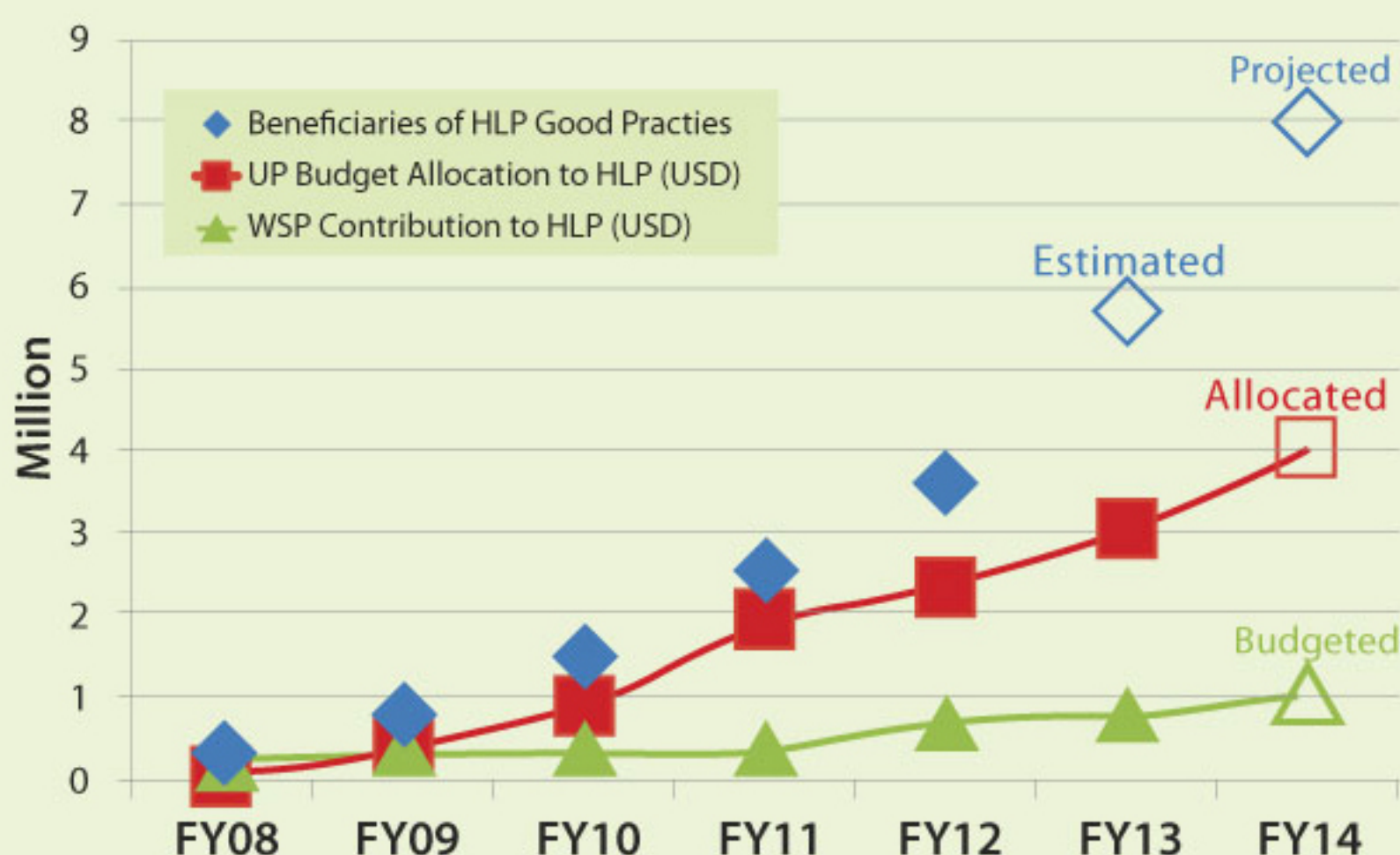
Photo: M. Rahmat Ali

## HLP RESULTS

From FY08-13, a total of 14.4 million people in 568 unions of Bangladesh have benefitted from the allocation of 8.4 million USD for the replication of 17 good practices learned from peers:

- Open budgets: in more than 200 UPs resulted in a 62% increase in holding tax collection in 111 UPs that serve 3.36 million people.
- 100% sanitation practices (i.e. Community-led Total Sanitation, Child to Child behaviour change and eco-friendly village) in 85 UPs to improve sanitation for 1.3 million people.
- Tube well protection replicated in 56 UPs improved the bacterial safety of water for 1.6 million people.
- Pay-for-use arsenic tests replicated in 51 UPs improved the arsenic safety of 80,000 water sources for 650,000 people.

## HLP Results (FY08 - FY14)







HLP DEFINED

The Horizontal Learning Program is a Local Government Institution led peer-to-peer learning process initiated by the government of Bangladesh and supported by development partners.

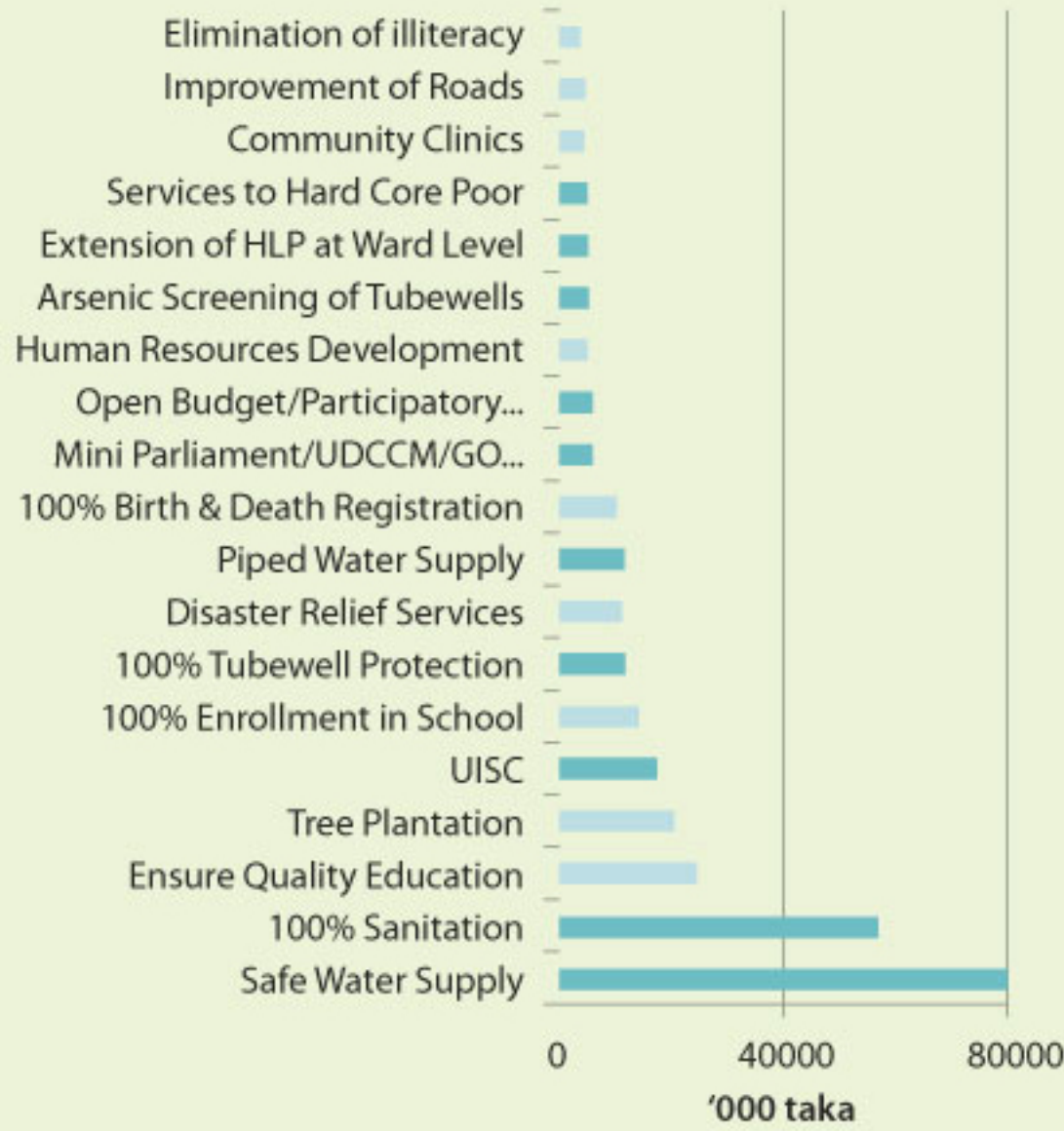
HLP IMPACT

The replication of good practices under horizontal learning through appreciation- connection-adaptation process, encourages local adaption to refine good practices, reform policies and rebuild the institutions of governance from the bottom up.

HLP LIMITATIONS

The key limitation of horizontal learning is that external agents cannot impose anything. Best practices are determined by peers or the basis most replicated good practices and policies are leveraged by initiative collective.

UP Budget Allocation to Good Practices in FY13





## HLP Contacts

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

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