Leadership Development Program (LDP)

Annual Report

Period: October 1, 2015 – December 31, 2015

Submitted to: USAID/Bangladesh

Associate Cooperative Agreement: AID-383-LA-12-00001

LWA Cooperative Agreement: DFD-A-00-09-00141-00

Grantee: Counterpart International

Belma Ejupovic, Vice President, bejupovic@counterpart.org

2345 Crystal Drive, Suite 301
Arlington, VA 22202 USA
Tel: 571-447-5700
Fax: 703-412-5035
CONTENTS

ABBREVIATIONS AND ACRONYMS ........................................................................................................... 2

I. EXECUTIVE SUMMARY .......................................................................................................................... 3

II. POLITICAL CONTEXT .......................................................................................................................... 4

III. SUMMARY OF ACTIVITIES ................................................................................................................ 5

OBJECTIVE 1: COMMUNITY LEADERS BECOME CHANGE AGENTS FOR DEMOCRATIC PROCESSES AND DEVELOPMENT ............................................................................................................ 13

OBJECTIVE 2: YOUTH BECOME CHANGE AGENTS FOR DEMOCRATIC PROCESSES AND DEVELOPMENT .................................................................................................................................................. 16

IV. MONITORING & EVALUATION AND ICT .......................................................................................... 20

V. ACHIEVEMENTS .................................................................................................................................... 22

VI. BEST PRACTICES AND CHALLENGES ............................................................................................... 23

VII. PRIORITIES FOR NEXT QUARTER ..................................................................................................... 24
ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AI</td>
<td>Appreciative Inquiry</td>
</tr>
<tr>
<td>BSS</td>
<td>Bangladesh Sangbad Sangstha</td>
</tr>
<tr>
<td>COP</td>
<td>Chief of Party</td>
</tr>
<tr>
<td>CSC</td>
<td>Community Score Card</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>DYD</td>
<td>Department of Youth Development</td>
</tr>
<tr>
<td>GCSS-LWA</td>
<td>Global Civil Society Strengthening Leader with Associates</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IP</td>
<td>Implementing Partner</td>
</tr>
<tr>
<td>ISIS</td>
<td>Islamic State of Iraq and Syria</td>
</tr>
<tr>
<td>LDP</td>
<td>Leadership Development Program</td>
</tr>
<tr>
<td>LOI</td>
<td>Leaders of Influence</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MKP</td>
<td>Manab Kallyan Parished</td>
</tr>
<tr>
<td>MoYS</td>
<td>Ministry of Youth and Sports</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Government Organization</td>
</tr>
<tr>
<td>PMEP</td>
<td>Performance Monitoring and Evaluation Plan</td>
</tr>
<tr>
<td>PY</td>
<td>Program Year</td>
</tr>
<tr>
<td>SMC</td>
<td>School Management Committee</td>
</tr>
<tr>
<td>TOT</td>
<td>Training of Trainers</td>
</tr>
<tr>
<td>UDF</td>
<td>Union Development Forum</td>
</tr>
<tr>
<td>UP</td>
<td>Union Parishad</td>
</tr>
<tr>
<td>VDP</td>
<td>Village Defense Party</td>
</tr>
<tr>
<td>YPSA</td>
<td>Young Power in Social Action</td>
</tr>
</tbody>
</table>
I. EXECUTIVE SUMMARY

The Leadership Development Program (LDP) is a 5-year program funded by USAID under the Global Civil Society Strengthening Leader with Associates (GCSS-LWA) Agreement. The goal of LDP is to increase capacity and participation of citizens to effectively and actively engage in democratic processes and enhance community development in Bangladesh. This goal is framed by two integrated programmatic objectives: (1) to build the capacity of community leaders to become change agents for democratic processes and development and (2) to build the capacity of youth to become change agents for democratic processes and development.

During this quarter, there was a multitude of LDP initiatives being carried out in which local government officials were engaged, citizens were mobilized, and civil society actors were enacting changes that responded to individual and community development needs. The core program activities in the reporting quarter include:

Community Score Card (CSC): A total of 49 CSCs were conducted and findings of CSCs were tied into the activities of the union level advocacy to bring about improvements to the relevant service providers.

Union Development Forum (UDF) formation: During this quarter 30 new UDFs were formed. UDF is a citizen’s platform that supports and collaborates with UP and other service providers at the union to ensure effective local development.

Leaders’ convention: This quarter 15 leaders’ conventions were held in LDP working areas. The conventions provide an opportunity to exchange best practices, lessons learned, and identify ways to further promote the idea and practices of community engagement and leadership.

Union Parishad (UP) orientation: In this quarter, a total of 13 UP orientation sessions were held. The orientation gives a scope and opportunity of leaders to review the services and action plans of seven service providing government institutions working at the local level which are and should be very closely tied to the community.

Union level advocacy: During the reporting period a total of six union level advocacy meetings were carried out with the intention of pressuring public institutions to review their services towards their communities, determine timelines to fix weaknesses and appoint a responsible person to monitor the improvement process.

Training of Trainers (TOT): Counterpart conducted a five-day-long TOT for its implementing partners to introduce revised training manuals of Phase II and III, and to develop the capacity of the trainers to facilitate the trainings and exercises at the community level.
Field trainings: All 90 batches of the two-day long Phase II trainings of community and youth leaders were completed by the end of December. Phase III trainings began and will conclude in early January.

Mentorship training: Eight mentorship trainings were conducted this quarter. Mentorship training enabled LDP to ensure the sustainability and continued transfer of community-based leadership and engagement processes and skills.

Internship: 25 interns were placed in capacity building positions this quarter. Aside from giving them an entry to the working world that they can continue building on, this experience will prepare them to lead and guide their respective communities to ensure credible democracy and sustainable development.

National youth day: Counterpart’s IPs organized various activities and events in observance of national youth day as a commitment to working towards LDP’s goal and objectives.

Information and Communication Technology (ICT) training: During the reporting period, nine trainings were organized which aim to increase ICT knowledge and enable youth leaders to apply it for their own educational needs as well as benefit their communities.

II. POLITICAL CONTEXT

With increased activity by extremist militant groups in Bangladesh, the political environment and the country’s security was quite unstable this quarter. Following the shooting of an Italian NGO worker who was killed in Dhaka last quarter, a Japanese expatriate was killed on October 3 in the northern district of Bangladesh at Rangpur. A few days later a Christian priest in Pabna and a Taiwanese couple in Gazipur were attacked in early October. ISIS has claimed responsibility for most of these attacks. The US government assessed that the threat of terrorist attacks remains real and credible in the country and has also warned of the possibility of further attacks.

In mid-October, four suspects were arrested in connection with the killing of the Italian national and in mid-November three further suspects were arrested for killing the Japanese national. Although ISIS claimed responsibility, Prime Minister Sheikh Hasina and Home Minister Asaduzzaman Khan continue to deny the presence of ISIS within the country. Diplomatic missions are observing the situation carefully and several missions including Australia, Canada, UK and US are still continuing travel alert to their citizens to travel in Bangladesh.
On October 31, unidentified gunmen barged into a publishing house in Shahbag and killed renowned publisher Faisal Arefin Deepon. Just a week before this incident, on October 24, an explosion occurred in the Hosseni Dalan area of old Dhaka where Shia Muslims were preparing for a religious rally killing one person and injuring more than 100. Gun fires inside the Shia mosque in Bogra on November 26 left the mosque’s Imam severely injured and his assistant dead. These attacks which were claimed by extremist militant groups are indicative of the increasing violence against religious minorities and activists calling for greater religious tolerance. In this quarter there were further incidences involving attacks which were also claimed by militant groups.

Two war criminals, who were previously high ranking politicians, were executed on November 21. In an effort to avoid mass protests and demonstrations, the government took highest security measures by deploying large numbers of law enforcement around the key areas of the country before the executions took place. Also in the days leading up to the executions, the government banned all social media to prevent any mass gathering or information distortion on this issue. After being closed for twenty days the government lifted the ban on social media on December 20.

Although participation in the municipal elections by the major opposition party, Bangladesh Nationalist Party (BNP), was praised by political analysts and election observers, which showed that credible and accountable governance in the country is being established. Several violent incidents between rival candidates and their supporters were observed throughout the country during the municipal election campaign in December. A total of four people including a counselor candidate of the Madaripur municipality were killed as result of violence due to the elections. The government of Bangladesh has taken necessary steps to prevent all political violence and took prompt steps to arrest the culprits. While these unstable political situations have not directly impacted LDP activities. The rising violence and religious extremism is a direct threat to free expression, the diversity in the country and to civil society.

III. SUMMARY OF ACTIVITIES

The Leadership Development Program conducts a multitude of activities to accomplish the goal of increasing capacity and participation of citizens to effectively and actively engage in democratic processes and enhance community development in Bangladesh. The events and activities for this reporting quarter included facilitating training for the community and youth leaders, conducting training of trainers, forming union development forums, arranging leaders’ convention, conducting mentorship trainings, carrying out local level advocacy, facilitating ICT trainings, creating internship opportunities, and applying learned advocacy skills to celebrate national days.

1. ACTIVITIES OF UNION DEVELOPMENT FORUM
Union Development Forum (UDF) is a platform for citizens supporting and collaborating with UP and other service providers at the union level to ensure effective local development. This reporting period the UDF conducted the following activities:

1.1 COMMUNITY SCORE CARD

The Community Score Card (CSC) has proven to be an effective good governance tool to monitor services of a given public institution. Community and youth leaders learned more about this tool in their Phase III trainings. The UDFs of Cohort 2 and 3 applied this tool to assess the quality of services and governance of their Union Parishad, Community Clinic, Agriculture Extension Office, Educational institutions, and Land Office. The key areas that were looked at and assessed were participation, access to information, accountability, transparency and responsibility.

Findings from the ward level CSCs were used to advocate those areas of improvements at the union level. Out of the 49 CSCs conducted during this quarter, Union Land Offices received the lowest score with an 8 out of 25. Union Land Offices administer public land and manage abandoned and vested property. The office updates maps and land records between surveys and sets and collects land development tax. It is also formally responsible for the implementation of land reform legislation and the implementation of landowners’ rights. Each CSC represents the opinion of people from three wards. Hence, the result represents the reflection of people’s perception from 147 wards. These CSCs were conducted in all five IP working areas, which represents 16 land offices. Citizens identified a lack of accountability and lack of access to information as the main issue of the Land Office. These findings were shared with the local land offices in the presence of local stakeholders while seeking advice on how UDFs can lend support to improve the situation. According to Land Office officials, shortages in personnel and insufficient logistics support stand in the way of them being able to provide adequate services to the communities. One of the outcomes that was quickly implemented was that in 10 unions, the UP chairmen hung citizen charters, which describe the services provided, in front of the Land Office so that citizens can inform themselves of what is available to them. Land Office executives also took into account and committed to addressing the resource constraint and the need to create more awareness on what they provide their citizens.

The Union Agriculture Office, where 16 branches from the 147 wards were assessed, received a score of 14 out of 25. Transparency and equal treatment in providing services were identified as the two major
areas where the Agriculture Office needs to improve. Possible solutions discussed when looking at these findings were that citizens need to mobilize and advocate for fair treatment, as well as act as a pressure group to ensure good governance.

Among all the five institutions that were reviewed using the CSCs, primary schools received the highest score of 20. Citizens identified strong School Management Committees (SMC), which is the governing body overseeing schools, as contributing to primary schools getting the top scores across all indicators that were assessed. Community Clinics received the next highest score with 17 out of 25. Availability of doctors, supply of medicine and quality of service are the main reasons citizens go to the clinics when they are sick as bigger hospitals are usually too far away and too difficult to get to. UDFs decided to publicize these findings to other service providing institutions to encourage them to also provide better services. These findings were shared with relevant people of the respective institutions. “I never thought that I had to be accountable in front of so many community people,” said Mr. Sadequl Islam, Sub Assistant Agriculture Officer, Moharajpur union, Chapai Nawabganj as he hung the citizen charter in front of his office, “Moving forward I will work accordingly.” UDF leaders from Wahedpur union Mirsarai Mr. Azizur Rahman commented, “service providers are now more aware of the need to improve the quality of their service because of community score cards.”

1.2 FORUM FORMATION

Union Development Forums were formed after LDP Phase I trainings where both community and youth leaders learned how to utilize local resources and the importance of collaborating with the local development. As each union consists of nine wards, it was decided to form ward level forums first where selected members from each ward level would be a representative at the UDF. During this reporting period 30 new UDFs were formed in the Cohort 3 working areas. LDP implementing partners provided technical support in the formation process while selection of members and their area of work have been decided by the respective LDP leaders.
LDP’s objective to create change agents for democratic process and development is possible only when citizens extend their support in a collaborative way. UDF provides a platform that can amplify individual voices to raise community needs. During this quarter all newly formed UDFs effectively established relationships with their respective UP bodies and other service providing institutions at the union level. Mr. Mofidul Alam, Chairman of Chakmarkul UP Ramu Cox’s Bazar said, “UDF serves as the third eye of the UP, they are providing correct information in a timely manner.” Mr. Alam mentioned the UDF’s response to the recent flash flood in the region, which helped identify vulnerable people who required emergency response and whose survival was severely threatened. In Jhenaidah, the UDF in Roygram helped the community clinic prepare its medicine stock list and hang it in front of the clinic so that patients and clinic staff knew what was and wasn’t available. Previously, medications were not distributed properly to the right people leading to misuse of prescriptions. The UDF of Barabkund UP of Sitakund prevented five early marriages together with its community members and the administration. The UDF also initiated the implementation of a marriage register and educated parents on the negative impact of early marriage. Taking such learnings in the field, one of the issues for LDP’s national level advocacy will be to get citizens’ recognition of the importance of watch groups or pressure groups to establish effective governance in the country.
1.3 LEADERS CONVENTION

Counterpart has been working with the UDFs to organize a leaders’ convention at the local level, where leaders, community members and stakeholders are invited to share best practices, challenges and lessons learned related to community development. This event brings the UDF members, representatives of UP, local administrative people, private sector, NGOs and local media together, and creates a network of cooperation.

This quarter, 15 leaders’ conventions were held in LDP working areas. During the convention in Kaliganj upazila Jhenaidah, Honorable Member of Parliament Mr. Anoarul Azim committed to raise Kaliganj youth policy issues in the parliament after being impressed by the event and reviewing the opinion of the citizens on the draft youth policy. A group of youth in Kaliganj conducted a public opinion survey about the draft youth policy, prepared a set of recommendations and handed it over to Members of Parliament in the convention. Some of these recommendations were:

1. Highlight youth development issues in light of a rights based approach
2. Ensure effective skill development training to mobilize employment for the unemployed, illiterate or less educated youth groups
3. Develop and implement a national plan for ICT and other entrepreneurship for youth
4. Take initiative to implement a national plan for youth employment generation
5. Ensure youth representation in all aspects of national level decision making

In Sitakund upazila Chittagong the convention created an opportunity for women to display their handicrafts in the UP complex. During the convention local women’s groups requested a space where they could sell their products easily. After listening to their request UP Chair Mr. Sadakat Ullah allocated a space for them. In addition, he decided the UP should provide a permanent space at the complex for the handicrafts of female entrepreneurs. Referring to the importance of the convention, Union Ansar-VDP Commander Ms. Khushid Zaman Khushi of Puthia upazila said, “our presence in this convention not only illustrated our willingness to participate in the development process together but also mapped our commitment for a more sustainable development.” The convention provides an opportunity to exchange best practices and lessons learned, and identify ways to further promote the idea and practice of leadership. Findings from the leader’s convention will be raised at the Social Partnership Conference to be held next quarter.
2. ADVOCACY

Counterpart terms ‘rooted advocacy’ as a function of the locality, i.e. rooted advocacy is ‘rooted’ in the issues of importance to the local people. This mechanism aims to influence Local Government Institutions to become more community focused in their interventions. Following are the activities that were conducted under advocacy this quarter:

2.1 UNION PARISHAD ORIENTATION

Union Parishad orientation session continued this quarter to follow up on the progress of the activities that were planned in the last quarter. The orientation manual that Counterpart developed includes the promotion of community engagement in the UPs and other government service providers at the local level, the scope of collaboration between the stakeholders and the UDF. The orientation also gives leaders the opportunity to review the services and plan of activities of seven service providing organizations working at the union level that are currently available to all citizens. These services are: agricultural extension, fisheries and livestock, local government, health and family welfare, social welfare, primary and mass education departments and union Ansar-Village Defense Party, which is a law enforcement body in Bangladesh, organized in distinct units at the level of individual villages and urban towns.

In this quarter, a total of 13 UP orientations were held and a total of 785 participants (516 male, 269 female) attended these sessions. Through these sessions, the UDF leaders are able to follow up on the progress on previous activities in the last UP orientation. Sub-assistant Agricultural Officer of Shibganj, Bogra, Mr. Abdur Razzak said, “As a result of the UP orientations, the number of agricultural service recipient increased.”

2.2 UNION LEVEL ADVOCACY
As the part of conducting union level advocacy, the findings from the CSCs were shared with the union land office, the union agricultural office, community clinic, primary school and UP. The objective of sharing the findings was how UDF and citizen can bestow their support to improve quality of the service. During the reporting period a total of 6 union level advocacy meetings were conducted.

The LDP’s union level advocacy meetings served as a wake-up call to the institutions to review their services, determine the timeline and to appoint a responsible person to monitor the process. Mr. Rafiqul Islam, Union Land Officer (Tohshilder) of Baliaadanga union Chapai Nawabganj sought suggestions from his respective communities on how to improve the services provided by the local land offices. He also committed to a timeline of improving the services in next three months. Md. Rakibul Islam, Secretary of Balidanga UP, was assigned to monitor the progress. The outcomes from the advocacy meetings led to several initiatives holding local stakeholders accountable to the quality of services they were providing.

Some of these outcomes are: School Management Committees of all 3 primary schools of Sonaichori union in Sitakund upazila decided to launch special awareness programs for parents to send their children to school. The committee members will make door-to-door visits and explain the importance of education for young children and offer an opportunity to re-enroll those who have dropped out. The community clinic manager of Bandarban sadar union ensured the presence of a female doctor at the clinic at least 3 days a week. The clinic observed a sharp decline of women visiting the clinic over the last 6 months and the main reason was due to no female doctor being on staff. The UP Chair also assigned a female counselor to monitor this process. Counterpart will share these local level advocacy initiative outcomes at the Social Partnership Conference.

2.3 NATIONAL LEVEL ADVOCACY

Counterpart conducted advocacy meetings with relevant government offices and the NGO network to address the goals and objectives of LDP.

Meeting with MoYS Secretary: On December 30, Chief of Party (COP) and Program Director of Counterpart met with MoYS Secretary Mr. Kazi Akhtar Uddin Ahmed at the ministry. The LDP COP talked about the successes of LDP’s post-training activities, which engaged local stakeholders and service providers in the local development process. Mr. Akhter documented these outcomes and said he would share it with others at the MoYS. He also showed interest in wanting to expand LDP activities to other geographic areas. With the time left remaining of the program, Counterpart’s IPs will follow-up with the DYD on how other relevant ministerial departments are being engaged more in this process.

Meeting with DYD Director General: Counterpart Chief of Party met with Department of Youth Development (DYD) Director General Mr. Anwarul Karim on December 10 to discuss how to get more
support and collaboration from the DYD in engaging youth in enterprise development. Youth Enterprise development initiatives help young entrepreneurs to start and run profitable businesses through training, technical assistance, and market development activities like poultry, nursery, livestock, mobile phone servicing. Mr. Karim said he would instruct DYD field offices to organize special trainings for LDP leaders in these areas as well as other trades that are available at the local level.

Meeting with Governance Advocacy Forum: Governance Advocacy Forum (GAF) is a national level platform of Civil Society Organizations (CSO) to promote democratic decentralization and local self-government through policy advocacy and campaign in Bangladesh. On December 21, the LDP COP met with the GAF to discuss how to ensure more accountable local government. The COP shared the successes UDFs have had in collaborating with UP and increasing the number of citizen participation on development issues. The GAF said it would share the UDFs’ best practices with its networking members. During the meeting local government expert Professor Tofayel Ahmed stressed the importance of collaboration of government and non-government organization for effective local government structure. GAF coordinator Mr. Mohsin Ali emphasized the government’s support by allocating more resources to the local government. Counterpart’s plan is to continue this dialogue with civil society groups and policy experts to create a wide-ranging space for community voices. These groups will be further consulted within the social partnership conference where a more official collaboration will be formulated as an outcome.

3. TRAINING OF TRAINERS FOR PHASE II AND III TRAININGS

Counterpart organized a 5-day long Training of Trainers (TOT) in Cox’s Bazaar from October 15-19. A total of 45 male and 23 female trainers from the five LDP partner organizations participated in the TOT. The objectives of the TOT were to orient the trainers on the revised training manuals of Phase II and III, and build the capacity of the trainers to cascade the trainings to community and youth leaders. Of the five days, three days were going over the training materials on the various sessions that would take place in the ‘classrooms.’
The fourth day went over advocacy tools and carrying out CSCs and other field related activities where groups of trainers were taken to nearby sites to conduct CSCs, visit community clinics and union digital centers and shown how an advocacy meeting with an agriculture officer on irrigation management was conducted. Each hands on practice session was recorded in video for a post-session discussion. This practice session enabled the IP trainers to be better equipped to guide UDFs in conducting CSCs and run advocacy campaigns. The last day of the ToT, trainers got to practice their training skills with each other and in front of the master trainers.

“My understanding of CSCs would not be complete if there was no field visit to the community clinic,” said Jesmin Akter, one of the trainers from YPSA. “It’s exciting practicing these tools in the field and see how effective they are”.

Over the years, Counterpart has paid close attention to how its partners’ field staff have felt about the trainings and how they are being conducted. With revisions made to the manuals before the start of each new program year, Counterpart has observed that not only the feedback it receives from its trainers but also the participants has become more and more positive. The latest revisions to all six training manuals (three for community and three for youth) have been printed and distributed to IPs. Counterpart’s plan is to distribute the manuals to relevant CSOs in Bangladesh so that they can use it even after LDP concludes.

**OBJECTIVE 1: COMMUNITY LEADERS BECOME CHANGE AGENTS FOR DEMOCRATIC PROCESSES AND DEVELOPMENT**

Leadership Development Program  
Associate Cooperative Agreement No. AID-388-LA-12-00001  
Counterpart selected community leaders include adults (over 35 years) who have interest and experience in community development work. Leaders are male and female members of elected UP councils, teachers, religious leaders, respected elders, and community activists. In this reporting period, the following activities were done under this objective:

PHASE II TRAINING: DEVELOPMENT ISSUES

In Phase II, the training entitled ‘Development Issues’ focuses on methods for addressing development issues relevant to the leaders’ communities. The module starts with a critical analysis of the leaders’ experiences of working with their communities, utilizing the skills of Appreciative Inquiry (AI), Social Resource Mapping and Venn Diagrams learned in Phase I. In this phase, leaders learn to develop community action plans, analyze resources found in Phase I and assess how and where these resources could be better utilized in their communities. Following that analysis, participants learned how to address community challenges through an understanding of resources provided by the government, local CSOs, international NGOs, and in some cases the private sector. The leaders also begin to make inroads towards building relationships with subnational governance actors and building their UDFs. In this reporting period LDP has completed all 90 batches of Phase II trainings on Development Issues. One of the training sessions which results in engaged discussions among the leaders is the session on “The role of community leaders to combat violence against women and children,” LDP observed that participants are very committed to working together to find solutions to combat the violence and early marriages in their community.
PHASE III TRAINING: GOOD GOVERNANCE AND COMMUNITY DEVELOPMENT

The Phase III training, entitled ‘Good Governance and Community Development’, gives the leaders a theoretical foundation in democratic principles. Utilizing the AI approach taught in Phase I to guide the dialogue, enabling leaders to respectfully explore issues while simultaneously discussing how to hold government accountable for improved service delivery and support for the community. In this Phase trainees were taught how to use community score cards, which helped them assess the quality of the services and resources identified through applying the Venn Diagram they learned in Phase I. Applying the CSC will help leaders advocate to strengthen good governance in service providing institutions. During this reporting period a total of 28 batches of trainings were completed.

MENTORSHIP TRAINING

Counterpart and its IPs collaborated with the LOI program graduates, successful people from the community and the most committed LDP trained graduates, particularly those who have worked with CSOs or who have some experience in the development field. These mentors were invited to co-train and co-facilitate the LDP trainings and post-training activities. Mentors also took part into mentorship training where they shared their experiences and learning with others. This mentoring approach enabled LDP to ensure the sustainability and continued transfer of community-based leadership and engagement processes and skills.

During the reporting period eight mentorship trainings were facilitated by 32 mentors. Ms. Jesmin Khatun one of the mentorship trainees from the Chapai Nawabganj Sadar Upazila said “Women’s rights are described very nicely in the holy Quran but we hardly practice it. I understand from the training that there is no other way for things to improve unless men and women work together in community development”. Mentorship training in Puthia, Rajshahi engaged a successful guava producer Mr. Najmul Haq as a mentor. Participants showed much interest to learn how they can start selling the fruit in their communities. Mr. Haq also talked about local financial institutions that provide support in the fruit and vegetable sector. Another mentor Mr. Ali Hasan, LOI graduate and Imam of Arunbari Jame Mosque of Chapai Nawabganj, expressed his interest to contribute UDF’s activity to raise community awareness against early marriage. Counterpart learned from the program that community leaders always tend to learn from experts with real life examples. Engaging mentors from their communities added a value in mentorship training to learn and understand matters more quickly. It also helped develop planning processes of community
development and foster a one-on-one relationship with the individual supporting further community development after the end of LDP activities.

**OBJECTIVE 2: YOUTH BECOME CHANGE AGENTS FOR DEMOCRATIC PROCESSES AND DEVELOPMENT**

Counterpart selected youth leaders include young adults between the ages of 18-35 who have interest, experience and commitment in local development work. In this reporting period, the following activities were done under this objective:

**PHASE II TRAINING: YOUTH INFORMED CITIZENSHIP**

Phase II trainings, entitled ‘Youth Informed Citizenship’, focuses on informing the youth about the roles that they can play in their community and their responsibilities as actively engaged citizens of Bangladesh. This module focuses on democracy, and the ways in which to find information about local policy, how to hold the government accountable and whom to go to when those needs are not being met, utilizing the skills of AI, Social Resource Mapping and Venn Diagrams learned in Phase I. In this phase, leaders learned to develop community action plans, analyze resources found in Phase I and assess how and where these resources could be better utilized in their communities. Following that analysis, leaders learned how to address community challenges through an understanding of resources provided by the government, local CSOs, international NGOs, and in some cases the private sector. The leaders also begin to make inroads towards building relationships with subnational governance actors and building their UDFs. In this reporting period all 90 batches of Phase II youth trainings have been completed.
PHASE III TRAINING: LEADERSHIP AND COMMUNICATION SKILLS

The Phase III trainings on ‘Leadership and Communication Skills’ allow the leaders to practice the tools learned in the prior phases in a facilitator guided ‘training in action’ session. This session also enhances leaders’ communications and advocacy skills, informs them on how to properly identify their target audiences, teaches them how to effectively network, and the use of ICT and social media in advocacy. It also culminates in an advocacy action plan that will be utilized by the leaders in the UDF, and as a training tool for the leaders to undertake advocacy efforts individually. In this reporting period total 50 batches of training have been completed.

INTERNSHIP

Youth leaders participating in LDP trainings are eligible to apply for three months long internship program to administer a ‘job placement service’ of LDP. All five IPs called for application from the LDP youth leaders who meet their skills and sector interest, in or near their own community. The internship program enables them to gain valuable work skills and experience, while contributing value to the project. This opportunity exposed interns to development issues of their community, get confidence to face challenges and find out potential solutions. Interns also gain practical skills on how a development project works and how to engage local stakeholders. Required skills of communication, problem solving and teamwork are some key areas that interns learned by doing. One of the interns from Puthia Ms. Zakia Sultana said, “My engagement as an intern in LDP enhanced my courage to speak with people and discuss how to improve their rights.” Zakia interned at the offices of IP partner MKP in Puthia Upazila, Rajshahi. As an intern, her role was to:

• Assist to mobilize the community and its leaders to support the project
• Communicate and support other leaders for taking initiative
• Attend project, community and stakeholder meetings
• Co-operate to arrange day observation program
• Assist to organize training, advocacy meetings, convention at union level

During this reporting period a total of 25 interns (15 male, 10 female) were selected. Engaging youth leaders in development projects created a wide range of opportunities for them to learn and understand community people and their needs. Counterpart is helping the interns to lead and guide their respective communities in the future so that they can address the communities’ development needs.
NATIONAL YOUTH DAY CELEBRATION

Counterpart and its implementing partners participated in national youth day on November 1, 2015. This year the theme of national youth day was ‘Youth Awakened, Country Awakened: Goal is Developed Bangladesh in 2041’.

LDP leaders participated in two radio talk shows at ‘Radio Sagar Giri’ of Chittagong and “Radio Padma” of Rajshahi. In the talk shows, which reach an estimated 5,000 listeners each, leaders discussed the necessity of youth engagement in government and NGO initiatives. They also emphasized the government introduce more skill development trainings that would lead to creating more employment opportunities. Leaders of Chittagong and Rajshahi also took part in a video conference with each other where they exchanged their learnings and best practices. Leaders also shared their ideas on how leaders can continue to practice their learning even after the phase out of LDP.

A debate program on government being more responsible for creating jobs for the new working force, a youth awareness rally, tree plantation and consultation meeting on youth employment and draft youth policy were organized by Democracywatch, MKP, WAVE Foundation, Toymu and YPSA where local government officials, parliamentarians, private sector representatives, NGO officials and UDF leaders were present. During the meeting at Chapai Nawabganj, Deputy Commissioner Mr. Md. Jahangir Kabir said, “It is difficult for only the government to create employment opportunity for every single young person. If the young people help themselves by receiving technical training that would reduce the number of unemployment in the country”. In another discussion at Tangail Honorable Member of Parliament, Mr. Sanowar Hossain acknowledged the significance of providing youth trainings to achieve the target of Sustainable Development Goals by 2030.

Counterpart’s commitment to making youth a change agent in democracy and development was further boosted by participating in the national youth day event. It created an opportunity for LDP youth leaders to interact with relevant government officials and Members of Parliament which they can continue in future even after the project phases out. The social network and connections that leaders developed through this event add a value to their future professional careers.

ICT TRAINING
Bangladesh has made remarkable progress in the Information & Communication Technology (ICT) sector. Different government initiatives as well as the private sector and NGOs have significant contributions regarding the expansion of ICT in Bangladesh. Given the context, Counterpart has conducted special training titled “Youth leadership development and empowerment through ICT” to increase ICT knowledge and apply it in development process by youth leaders. Selected youth leaders from regular training participated in this special training to learn basic concepts of ICT, computer network and internet, creation of email ID and its use, use of social media to run advocacy, right to information and general ethics in using ICT. During the reporting period a total of 9 trainings were organized which was attended by 184 males and 131 females. Percentage of female participation is 42 percent, 2 percent higher than overall female participation target of LDP.

ICT trainings were facilitated by the selected facilitators from IPs while DYD plays a significant role by providing the infrastructural facilities (training room and computer) and resource persons. Increasing interest of youth and growing demand of ICT gave a distinct outline of LDP in development arena. Learning how to use ICT to submit education admission forms, job applications, quick dissemination of information and submit petition to the policy level has proved extremely beneficial for LDP participants. Youth at the union level in Bangladesh who had not thought of doing anything related to using ICT are now planning to apply the usage of ICT commercially in their areas after participating in LDP ICT training. Monzurul Islam Tutul, a youth leader of Vallukgachhi union in Puthia said, "I had a dream of opening up a computer training center at my union for community use, but I didn’t have enough funds for it. But coming to this event and hearing the good prospects of it, I don't think funding will stop me from reaching my dream".
IV. MONITORING & EVALUATION AND ICT

LDP uses several tools to monitor program performance. Among the tools are participants’ online database, knowledge management portal, TraiNet, field visit reports, training monitoring format, and monthly reports from the IPs which are all significant when monitoring the program’s performance. Training monitoring format is used for qualitative and quantitative data collection, online database helps to track leaders to get in touch with them, Knowledge Management Portal helps to track the LDP intervention in practice, TraiNet tracks the financial expenditure, field visits help to provide technical assistance and instant feedback to the IPs as well as observing first hand what is going on and how the program is being implemented, while monthly reports give an overall program update by the partners.

TECHNICAL ASSISTANCE

To observe the quality of LDP interventions and provide instant feedback Counterpart’s staff conducted a total 13 sites visit to program implementation areas in this reporting period. Based on the advice of visiting team, the UP orientation manuals have been aligned with the project goal. Having the feedback from Counterpart, the UP orientation meeting has also been conducted by the UDF members instead of IP representatives. The ICT venue and logistic support is being checked to ensure the best quality. The visiting team suggested IPs to give proper explanation to the leaders on governance indicators during CSC preparation. The team also suggested to discuss findings of CSC among the participants right after the CSC practice in the field, so that participants have a better understanding about their role in follow-up activity.

SHARING FINAL IMPACT ASSESSMENT REPORT WITH USAID

The final impact assessment report of LDP was presented to USAID team by LDP Chief of Party and Program Director on December 15. The impact assessment survey was intended as a mid-term assessment to evaluate the effectiveness of the LDP training session, with a post-treatment survey planned for 2017. However, given the program’s funding cuts in 2015, this report serves as a final assessment of LDP. DG Director Amber Brooks, Deputy Director Jason Smith, LDP AOR Governance Advisor Sherina Tabassum, LDP alternate AOR Project Management Assistant Muntaka Jabeen and Monitoring and Evaluation Specialist Rumana Amin of USAID were at the event. Counterpart’s presentation highlighted the results of the indicators which showed statistically significant increases.
TRAINING OF TRAINERS

For quality assurance and analysis, the M&E (monitoring and evaluation) unit of Counterpart conducted several monitoring and evaluation tools to analyze the overall quality of the facilitators and training. The TOT started with a pre-test including a total of ten short questions including ten multiple choice questions. Out of 60, the highest score of the pre-test was 34 (57%) and lowest was 13 (22%). In the post-training phase out of 60, the highest score was 49 (82%) and lowest was 25 (42%). Remarkable improvements were observed on the comparative analysis between the pre-test and the post-test. All participants’ scores increased on the post test, while the highest increasing mark is 24, in terms of score improvement from pre to post-test. It indicates that the TOT was fruitful to all participants in terms of immediate output.

Graph 1: Participant’s evaluation (%) on overall TOT

Participants also evaluated the training at the end of the five days. The training evaluation questionnaire was designed on a rating scale, with the following categories: ‘excellent’, ‘good’, ‘not so good’ and ‘bad’. The evaluation result varies between excellent and good, while none of them considered it as, ‘not so good’ or ‘bad’. Among 68 participants 84% consider that, the quality of the overall training was excellent while the remainder found it good. In response to the question, ‘to what extent, if at all, did the training...
meet the stated objectives?‘ around 53% participants consider it as a great deal and 47% found it a good amount. On the other hand, in response to the question to the question, ‘How much of what you learned in this training do you think you will use in the future’ around 40% participants consider it as a great deal and 60% found it a good amount.

V. ACHIEVEMENTS

MICRO TO MESO TO MACRO LEVEL CONVERSION OF LEADERSHIP DEVELOPMENT

LDP has started its intervention through mobilizing the ward level leaders within the communities. Later, the formation of union forum turned the ward level forum into a bigger platform for advocacy and community development. Over the period, LDP has gone through the Union Development Forum formation process and in this quarter has formed a number of Upazila forums. LDP is now working for national level advocacy, which shows a paradigm shift from the micro level to meso and macro level.

LDP created strong linkage among the UP bodies, service providing institutions and community through UP orientation, leaders’ convention, advocacy meeting, and community score card.

MEDIA TOUCH
During this reporting period, print and online media covered about ten articles and interviews on LDP interventions in Democracywatch, Toymu and MKP area. Bangladesh Sangbad Sangstha (BSS) – The National News Agency of Bangladesh published an article on LDP activities and achievements at Chapai Nawabganj on October 31. In the article BSS covered the struggle of how LDP leader physically challenged Sanzida Akhter Kulsum of Moharajpur union in Chapai Nawabganj has become a social actor through diversified benevolent works including income generation for the nearby youths. Her dedication for community development boosted union parishad to allocate a space to Sanzida where she engaged 35 women in sewing training.

The Daily Nobochitro published an interview of LDP youth leader Babul Hossain of Jhenaidah in the November 6 issue highlighting his positive role for being a change agent of the community. The report quoted Babul’s comment, “best utilization of local resources and commitment of volunteerism can ensure a sustainable the development”. In the November 1 issue The Dainik Giridarpan published an interview of Rubel Tonchonga, an indigenos LDP youth leader of Bandarban, emphasized his contribution for the people of remote area. Responding to a question Rubel said “we have set our dream and discovered our community’s need, now we need to organize people to address those”.

Counterpart wants to showcase these media report in on going advocacy initiative and in the social partnership conference. The reports will disseminate to other leaders so that they are encouraged to get recognized.

VI. BEST PRACTICES AND CHALLENGES
BEST PRACTICES

**Community level advocacy:** During this reporting period, LDP began conducting community level advocacies during the training phases so that participants would get the opportunity to put into practice very quickly what they were learning in the sessions. This was an improvement over previous training years where participants felt they didn’t get enough practical training in the field. The practical training led to more immediate initiatives and interventions at the community level where leaders engaged with local stakeholders. This process led to many positive outcomes as mentioned earlier in the report, such as after listening to CSC findings at the union level advocacy meeting Land officer of Baliahanga union of Chapai Nawabganj, Mr. Rafiqul Islam agreed and committed to improving service in the future. The findings were shared in the union level advocacy meeting which gradually goes toward and influencing discussions at the more regional level eventually escalating to the national level advocacy work.

**Organizational capacity development:** During the reporting period, 14 selected facilitators from IPs were offered to co-facilitate the sessions at the TOT. Typically the session facilitation is managed by Counterpart and external consultants. This time organizational capacity has been developed by introducing facilitators from IPs in TOT sessions. In PY2 ICT trainings were facilitated by Counterpart. From cohort 3, as a part of the organizational capacity development initiative, IP staff are invited to lead the ICT training in association with DYD facilitators.

**UP orientation: review and reflection:** During this reporting period Union Parishad orientation sessions have been conducted in light of review and reflection approach. Through this session, the UDF leaders are able to follow up on the progress on planned activities in the last UP orientation.

**CHALLENGES**

The crop harvesting season in the LDP intervention areas caused challenges in involving LDP leaders in the regular trainings. Training sessions needed to be rescheduled on many occasions to accommodate community and youth leaders’ participation. In December, many LDP leaders were involved with the municipality elections, which hindered their post training work for LDP. Again, rescheduling LDP activities minimized the challenges in interrupting the implementation of the program.

VII. **PRIORITIES FOR NEXT QUARTER**
The next of the program will be dedicated to concluding the programmatic activities and closing all of the program’s operational and administrative activities. This includes wrapping up the remaining trainings of Phase III for both community and youth leaders. The subgrantees will be finishing the post training activities such as UP orientations, leader’s convention and advocacy activities. LDP will also be organizing a national level advocacy initiative and the Social Partnership Conference. Finally, the LDP staff both at headquarters and in the field will start working on the final report and closing out of the program.