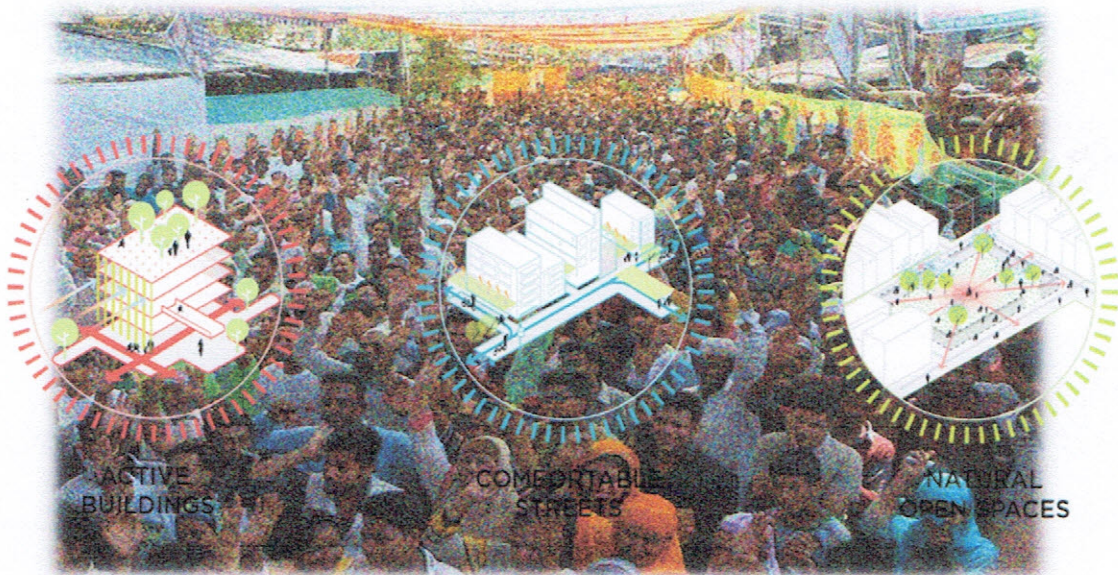




GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH  
Ministry of Local Government, Rural Development &  
Cooperatives  
Local Government Division



DHAKA SOUTH CITY CORPORATION (DSCC)  
Dhaka City Neighborhood Upgrading Project  
(DCNUP)



**Citizens Engagement Framework**

February, 2020

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# Dhaka City Neighborhood Upgrading Project

## Citizens Engagement Framework

### All-Inclusive Identification, Design And Implementation Of Subprojects



|                            |  |
|----------------------------|--|
| Report No.                 |  |
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| Date of first preparation: |  |

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## Table of Contents

| Sl. |  | Page |
|-----|--|------|
| 1.  | Introduction                                 | 4    |
| 2.  | Project Background                           | 4    |
| 3.  | Citizens Engagement and Urban Services       | 5    |
| 4.  | Objectives and Purpose of the CE Framework   | 6    |
| 5.  | Citizens engagement process                  | 6    |
| 6.  | The Citizens and Key Stakeholders            | 6    |
| 7.  | Citizens and Stakeholders Analysis           | 12   |
| 8.  | Citizens Engagement                          | 14   |
| 9.  | Goals and Objectives of CE Process           | 15   |
| 10. | Legal and Policy Requirements                | 16   |
| 11. | Principles for Engagement                    | 16   |
| 12. | Levels of Engagement                         | 18   |
| 13. | Citizens Engagement Mechanism                | 19   |
| 14. | Citizens Engagement Strategy                 | 20   |
| 15. | Citizens Engagement Strategy                 | 22   |
| 16. | Communication above the line (ATL)           | 23   |
| 17. | Communications below the line (BTL)          | 25   |
| 18. | Grievance Redress Mechanisms                 | 27   |
| 19. | CE Implementation, Monitoring and Evaluation | 27   |
| 20. | Citizens engagement in Subproject Cycle      | 27   |
| 21. | Monthly Progress Review                      | 29   |
| 22. | Mid-Term Review                              | 29   |
| 23. | End-Term Evaluation                          | 31   |
| 24. | Responsibilities                             | 32   |

## List of Abbreviations

|       |  |
|-------|--|
| DCNUP | Dhaka City Neighborhood Upgrading Project            |
| DSCC  | Dhaka South City Corporation                         |
| LGD   | Local Government Division                            |
| LGRD  | Local Government, Rural Development and Cooperatives |
| GDP   | Gross domestic product                               |
| CEF   | Citizens Engagement Framework                        |
| PIU   | Project Implementation Unit                          |
| GRM   | Grievance Redress Mechanism                          |
| HQ    | Headquarters   |

# I. INTRODUCTION

## A. Project Background

The Dhaka South City Corporation (DSCC) is serving the south part of Dhaka city consisting of 75 Wards. DSCC has a total area of 109.45sqkm includes largely the Old Dhaka area comprising the administrative jurisdictions of police stations of Maghbazar, Basabo, Azimpur, Motijheel, Malibagh, Jatrabari, Dhaka Kotwali, Sutrapur, Bangsal, Wari, Gendaria, Lalbagh, Hazaribagh, Dhanmondi, Shahbagh, New Market, Khilgaon, and Kamrangirchar. The Old Dhaka comprises of congested settlements with narrow roads, inadequate drainage system, insufficient street lights, and unavailable open spaces. The south city holds the historical heritages having the few mentionable heritage building like Lalbagh Fort, Lalkuthi, Victoria Park, and others. The residents of the DSCC has the appetite for development for improved livability and economic opportunities. The “Dhaka City Neighborhood Upgrading Project” is a rapid response investment by the Government of Bangladesh (GoB) with co-financing from the International Development Association (IDA) of the World Bank Group (WBG) (hereinafter referred to as “the Project”). The DSCC has adopted the project and started implementation in selected neighborhoods. The sub-projects for infrastructure improvement and development under the rapid response project have primarily identified at four neighborhoods of Dhaka: (i) Kamrangirchar; (ii) Lalbagh; (iii) Sutrapur-Nayabazar-Gulistan; and (iv) Khilgaon-Mugdha-Bashabo. These neighborhoods are all within the jurisdiction of DSCC. Within these short listed neighborhoods, the interventions and subprojects will be selected, if they contribute to one or more of the following objectives: (a) Accessibility and mobility; (b) Pedestrian safety; (c) Neighborhood public spaces; (d) Local economic development; (e) Traffic and parking management; (f) Sanitation and clean environment; (g) Local-level public transport; (h) Public & civic amenities; (i) “Green Infrastructure” and drainage to increase disaster resilience, especially flood risk management; and (j) Behavior change activities for improving city livability & municipal services.

The Dhaka South City Corporation (DSCC) is the implementation agency of the project establishing a Project Implementation Unit (PIU) within DSCC. The objectives of the project are to enhance public spaces and improve urban services in selected neighborhoods within Dhaka South city area. The Project will focus on three key areas: (i) roads, streets and sidewalks; (ii) public open spaces like parks, waterfronts development, playgrounds, squares, green areas etc.; and (iii) public buildings such as markets, traffic management, community centers, libraries and the like. The project is comprised of two components: (i) public space upgrading; and (ii) urban management, capacity building and implementation support.

**Component 1:** Public space enhancements. This component will be designed and implemented under two subcomponents including (i) neighborhood level public space upgrading and (ii) city-wide pilot traffic management improvements. This component will finance improvement of streets and pedestrian connections, upgrading open and green spaces and development of public buildings and amenities.

**Component 2:** Urban management, capacity building and project implementation support. This component will finance management and coordination costs associated with project implementation, including: incremental operating costs, training, technical advisory, goods and services; consultancies for contract management and supervision of civil works; and

monitoring and evaluation of the results frame work. This component will also finance the preparation of feasibility studies, conceptual and detailed designs and other necessary preparation activities for follow-on investment projects.

The final decisions, leading to the design of each sub-project intervention and preparation of any follow-on investments, will incorporate feedback from the citizens and key stakeholders using appropriate citizens engagement protocol. The project design and implementation approach include citizens engagement and social inclusion requirements also elaborated in the Environmental and Social Management Framework (ESMF) and in the Resettlement Policy Framework (RPF). As the World Bank has transitioned from its safeguards operational policies to environmental and social framework (ESF) in October 2018, any follow-on investments prepared under this project will follow the new ESF of the World Bank.

## **B. Citizens Engagement and Urban Services**

Infrastructure and basic urban services are the foundation of a functional and resilient urban environment. Equitable basic services such as water, sanitation, drainage, energy, and transport are key ingredients for the economic and social development of urban areas. They also sustain and improve the health, livelihood, and general living environment of urban residents. The city dwellers need access to energy, water, sanitation, waste management services, healthcare, education, transport, and need to earn a living. The residents in Dhaka City comprise of both natives and migrants, land owners and tenants of housing and poor informal settlers in slums. The DSCC and other service departments of the Government in the City engage with people who have a vested interest in what they do and who they are, in some way, connected to their purpose. The quality of these relationships with the citizens and other stakeholders will determine how well service agencies in the City including the DSCC deliver better infrastructure and basic urban services to the citizens. The project targets selected neighborhoods responding to priority needs of the citizens identified through citizens engagement approach.

DSCC is adopting a two-way open communication that involves informing the citizens, listening to them and key stakeholders, keeping them informed and being clear about how their contributions are being used. Having clear expectations keeps the ongoing work understandable, rewarding and focused. This approach is about recognizing and understanding the values, beliefs, perceptions and ideas of the citizens and stakeholders - not simply just agreeing. Developing relationships that reflect this shared understanding enables differences to be acknowledged and expressed. It provides the basis upon which real dialogue and interaction can occur for development decisions understandably taken in agreement with the citizens and key stakeholders.

Citizens engagement (CE) was instrumented for preparation of the first track subprojects in the selected neighborhoods on August 9, 2019, October 1, 2019, October 3, 2019, October 7, 2019, October 24, 2019, October 29, 2019, November 9, 2019, December 10, 2019, December 11, 2019, December 18, 2019 and December 22, 2019.

## C. Objectives and Purpose of the CE Framework

Citizens play a critical role in advocating and helping public institutions be more transparent, accountable and effective, and contributing innovative solutions to complex development challenges. DSCC takes the strategy to improve development results. The strategy of citizens engagement (CE) will enable DSCC better understand its current activities and identify what types of engagement contribute most to results. The CE Framework outlines the models for engagement, the key actions, capability improvement agenda, approach to risk oversight and management, and performance framework, drawing each back to the strategic priorities. The specific objectives of the CE Framework are broadly the following:

- Informing the citizens and stakeholders about the scope and objectives of the project and deliberate overview of major activities to facilitate, interact and gather relevant expectations, challenges and opportunities from them;
- Identifying citizens groups by social status and vulnerabilities including women, disabled persons, occupational groups, ethnic or economic minorities, house owners, tenants and other stakeholders to seek their feedback;
- Educating the citizens and stakeholders about the activities and implementation process at the neighborhood level and seeking their support, cooperation and engagement for successful implementation of the project;
- Creating opportunities to consider citizens feedback into the identification, planning, design and implementation process.

Citizens engagement in project process is expected to improve its outcomes of better livability in the neighborhoods equitably for all citizen groups. The CE framework sets out a strategic approach to community and stakeholders engagement including principles, guidance, challenges, strategies and tools. This framework is a live document and will be updated with time based on practical experience and contexts in agreement with the community and the World Bank.

## II. CITIZENS ENGAGEMENT PROCESS

### A. The Citizens and Key Stakeholders

Citizens are the ultimate client of the government, development institutions', and private sector interventions in a country. Citizens can act as individuals or organize themselves in associations and groups such as community-based groups, women's groups, or indigenous peoples' groups. Civil society organizations (CSOs) can represent citizens and can include organizations outside the public or for-profit sector, such as nongovernmental organizations (NGOs), charitable organizations, faith-based organizations, foundations, academia, associations, policy development and research institutes, trade unions, and social movements. In this context, the term citizen is not used in a legal sense but is understood in the broad sense of referring to all people in a society or country in an inclusive and nondiscriminatory way.

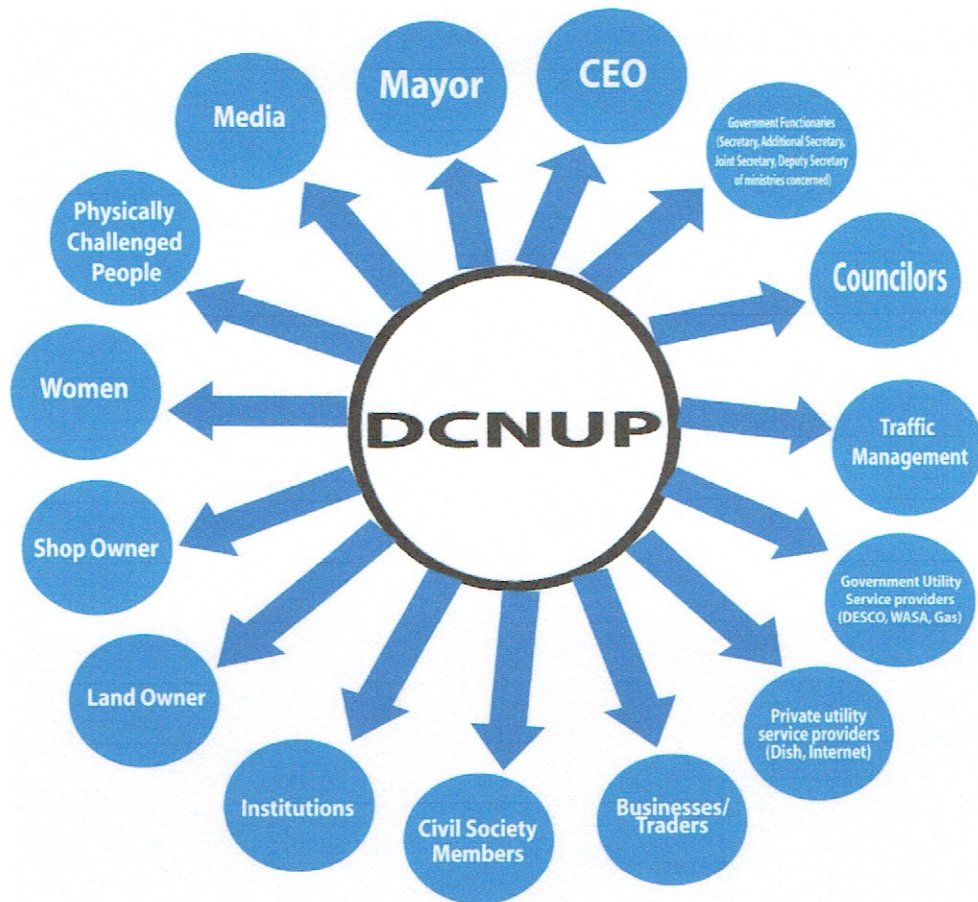
Citizens under the project are the resident communities and groups representing them in the selected neighborhoods and any pilots to be considered under the project. Beneficiaries of the project are the citizens residing in the selected neighborhoods directly targeted and expected to benefit from neighborhood development subprojects.

Dhaka South City Corporation (DSCC) occupies 109.45sqkm, representing the southern part of the mega city Dhaka. The people living in DSCC have diverse occupations. The working population includes skilled and unskilled wage laborer, public and private service holders, teachers, law practitioners, poets, writers, academic researchers, physicians, merchants and traders, industrialists, and others. The project is being implemented in four neighborhoods in the south city including Kamrangir Char, Lalbagh, Nayabazar-Sutrapur-Gulistan and Khilgaon-Bashabo. The project will benefit approximately 1.4 million people—residents, businesses, visitors and commuters who are frequent in the selected neighborhoods. About half of these beneficiaries is women. Neighborhood-wise, 400,000 people are in Kamrangir Char, 300,000 people in Lalbagh, 400,000 people in Nayabazar–Sutrapur–Gulistan and 300,000 people in Khilgaon–Bashabo–Mugda neighborhoods.

DSCC is serving the city dwellers in the neighborhoods through zonal offices managed under an Executive Engineer. DSCC is an urban local body (ULB) of the Local Government Division (LGD) under the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C).

Public utility service agencies operating in the city are DWASA for water and sanitation, DPDCL for electricity, GTCL for gas, and BTRC for land telephone services. Other service agencies include internet service providers and cable TV network service providers. There is active presence of media, civil society and rights organizations for women, children and persons with disability. Administrative and law and order services are available from DC Office, DMP, and local Police Stations (PS). There are private security service organizations in some of the project areas. Financial services are available from public and private commercial banks as well as app based private vendors for money transfer services. The community groups also represented through plumbers, electricians, car drivers, rickshaw/van drivers, DSCC cleaners, and DSCC councilors, among others. The Project Management Unit (PMU) had an internal exercise listing the service providers and infrastructure agencies in the city and various other parties having an interest to the neighborhoods. Table 1 provides the list of stakeholders and community groups with their level of relevance and means and methods of communication and contact.





*Figure 1 Project Stakeholders and Community Groups*

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**Table 1: Citizens and Key Stakeholders of the Project**

| Sl. | Stakeholders  | Relevance  | Methods of identification  | Contact details/ means of contact  |
|-----|---|--|--|--|
| 1   | Mayor, DSCC   | The highest decision-making capacity               | Elected by residents of Dhaka South City Corporation   | Phone/email/text messaging<br>Face-to-face<br>Formal meetings  |
| 2   | Chief Executive Officer (CEO), DSCC   | Chief of administration and development management | As CEO of DSCC he intervenes in all functions of DSCC<br>Focal point of DSCC administration  | Phone/email/text messaging<br>Face-to-face<br>Formal meetings  |
| 3   | Government Functionaries (Secretary, Additional Secretary, Joint Secretary, Deputy Secretary of ministries concerned) | Policy maker                                       | As high officials of ministries all are involve at various points of DCNUP<br>All kinds of administrative work checked by them   | Secretary, MoLGRD&C<br>Phone/email/text messaging<br>Face-to-face<br>Formal meetings   |
| 4   | Councilors  | Local public representatives                       | Public representatives are identified on the basis of their ToR<br>Accountability<br>Their aim to reelect<br>They decide and help on how to engage local people in the development works | Concerned Ward Councilor of DSCC<br>Contact details are collected during stakeholders consultation and submits with every subproject SMP report<br>Direct contact<br>Face-to-face<br>Formal meetings |
| 5   | DMP (Traffic)   | Traffic management                                 | Total traffic manage by metropolitan traffic management<br>Without help of traffic department work of DCNUP is impossible  | Deputy Commissioner of traffic, zone of subproject concerned<br>Contact number is available on website<br>Direct contact<br>Face-to-face<br>Formal meetings  |

| Sl. | Stakeholders   | Relevance   | Methods of identification  | Contact details/<br>means of contact  |
|-----|--|---|--|---|
| 6   | Utility service providers (DESCO, WASA, Titas)         | Develop and maintain related infrastructure                             | All kinds of utility service providers so DCNUP needs their help to perform duties<br>Without their help DCNUP unable to perform work perfectly<br>DCNUP needs coordination during carrying out works        | Officials of DESCO, WASA, Gas of subproject concerned<br>Contact number is available on website<br>Direct contact<br>Face-to-face<br>Formal meetings  |
| 7   | Private utility service providers (Cable TV, Internet) | Manage all private utility services                                     | All kinds of private utility service providers so DCNUP needs their help to perform duties<br>Without their help DCNUP unable to ensure beautification<br>DCNUP needs coordination during carrying out works | Leaders of concerned subproject area's Dish/Internet service providers<br>Contact number is available on website<br>Direct contact<br>Face-to-face<br>Formal meetings   |
| 8   | Businesses/traders                                     | Will directly help in implementing the works                            | Registered with DSCC<br>Tax/VAT payers   | Leaders of concerned subproject area's business community<br>Contact details are collected during stakeholders consultation and submits with every subproject SMP report<br>Direct contact<br>Face-to-face<br>Formal meetings |
| 9   | Civil Society Members                                  | Will motivate local people in engaging in the ongoing development works | Watchdog<br>Voice raiser<br>Awareness builders<br>Governance partners  | Leaders of concerned subproject area's civil society<br>Contact details are collected during stakeholders consultation and submits with every subproject SMP report   |

| Sl. | Stakeholders   | Relevance   | Methods of identification   | Contact details/<br>means of contact   |
|-----|--|---|---|--|
|     |  |   |   | Direct contact<br>Face-to-face<br>Formal<br>meetings/consultation/<br>workshop   |
| 10  | Social, religious,<br>education and<br>training institutions | Will influence<br>students to be<br>engaged in the<br>ongoing<br>development<br>works               | Academic<br>Social<br>Women rights<br>Research<br>Collaborating       | Heads of concerned<br>subproject area's<br>institutions<br>Contact details are<br>collected during<br>consultation and<br>submits with every<br>subproject SMP report<br>Direct contact<br>Face-to-face<br>Formal<br>meetings/consultation                           |
| 11  | Land Owner   | Direct<br>beneficiaries<br>and also<br>effected<br>people of the<br>ongoing<br>development<br>works | Revenue generator<br>of DSCC<br>City management<br>partners<br>Voters | Landlord of concerned<br>subproject area<br>Contact details are<br>collected during<br>stakeholders<br>consultation and<br>submits with every<br>subproject SMP report<br>Direct contact<br>Face-to-face<br>Formal<br>meetings/consultation/<br>workshop             |
| 12  | Shop Owner   | Direct<br>beneficiaries<br>and also<br>effected<br>people of the<br>ongoing<br>development<br>works | Small business<br>Tax/VAT payers                                      | Owners/salesmen/wo<br>men of concerned<br>subproject area's<br>shops<br>Contact details are<br>collected during<br>consultation and<br>submits with every<br>subproject SMP report<br>Direct contact<br>Face-to-face<br>Formal<br>meetings/consultation/<br>workshop |

| Sl. | Stakeholders                 | Relevance            | Methods of identification   | Contact details/<br>means of contact  |
|-----|------------------------------|----------------------|---|---|
| 13  | Women                        | Direct beneficiaries | Half of population<br>33% representation<br>mandatory<br>Entrepreneurs<br>Earners | Inhabitants of concerned subproject area<br>Contact details are collected during consultation and submits with every subproject SMP report<br>Direct contact<br>Face-to-face<br>Formal meetings/consultation/workshop                       |
| 14  | Physically Challenged People | Direct beneficiaries | Marginal Group<br>Backward  | Inhabitants of concerned subproject area (if any)<br>Contact details are collected during stakeholders consultation and submits with every subproject SMP report<br>Direct contact<br>Face-to-face<br>Formal meetings/consultation/workshop |
| 15  | Media                        | Monitor              | Over sight<br>Raise voice<br>Create awareness                                     | Newsmen of national dailies<br>Contact details will be collected during meeting with them<br>Direct contact<br>Face-to-face<br>Formal meetings/workshop<br>Officially/press release   |

## B. Citizens and Stakeholders Analysis

DSCC, PIU will map the citizen groups and key stakeholders within a subproject area according to their influence on the subproject and likely impact of the subproject on them. Issues of interest of each stakeholder group will also be identified through brainstorming and primary consultation with them. This will help design the strategy for engagement with the stakeholder groups in the subproject process. The citizens groups and stakeholders as identified primarily for the project have been mapped for their influence, impacts and interests using the Table 2 hereunder.

Table 2 Stakeholders Mapping by Influence and Interest

| Sl | Stakeholder group/entity  | Degree of Influence (how much influence do they have over the project: low, medium, high) | Impact [ how much does the project impact them: low, medium, high] | Issues of Interest (what is important to the stakeholder)        | Strategy for engaging with the stakeholder           |
|----|---|---|--|--|--|
| 1  | Mayor, DSCC   | High  | High   | Public Figure<br>Hope to vote in power by people again           | Formal meeting/workshop/visit subproject area        |
| 2  | Chief Executive Officer (CEO), DSCC   | High  | High   | Public Representative<br>Implement government policies           | Formal meeting/workshop/visit subproject area        |
| 3  | Government Functionaries (Secretary, Additional Secretary, Joint Secretary, Deputy Secretary of ministries concerned) | Medium  | Medium   | Public monitor   | Formal meeting/workshop/visit subproject area        |
| 4  | Councillors   | High  | High   | Elected by local people<br>Hope to vote in power by people again | Stakeholders consultation<br>Formal meeting/workshop |
| 5  | Traffic Management  | High  | High   | To ensure free movement of city dwellers                         | Direct contact<br>Face-to-face<br>Formal meetings    |
| 6  | Government utility service providers (DESCO, WASA, Gas)   | High  | Medium   | To ensure uninterrupted supply to city dwellers                  | Direct contact<br>Face-to-face<br>Formal meetings    |
| 7  | Private utility service providers (Dish, Internet)  | Medium  | Medium   | To ensure uninterrupted service to customers                     | Direct contact<br>Face-to-face<br>Formal meetings    |
| 8  | Businesses/traders  | Low   | Medium   | Carrying out business in the locality                            | Direct contact<br>Face-to-face<br>Formal meetings    |
| 9  | Civil Society   | High  | Low  | Reside in the  | Direct contact                                       |

| Table 2 Stakeholders Mapping by Influence and Interest |   |   |  |  |  |
|--|---|---|--|--|--|
| SI   | Stakeholder group/entity                            | Degree of Influence (how much influence do they have over the project: low, medium, high) | Impact [ how much does the project impact them: low, medium, high] | Issues of Interest (what is important to the stakeholder)                              | Strategy for engaging with the stakeholder   |
|  | Members   |   |  | locality   | Face-to-face<br>Formal meetings  |
| 10   | Institutions<br>(Schools,<br>Colleges,<br>Madrasah) | Medium  | Medium   | Offer tuition to local people  | Direct contact<br>Face-to-face<br>Formal meetings                                      |
| 11   | Land Owner  | High  | High   | Permanent resident of the subproject area  | Direct contact<br>Face-to-face<br>Formal meetings                                      |
| 12   | Shop Owner  | Low   | Medium   | Carrying out small business in the locality  | Direct contact<br>Face-to-face<br>Formal meetings                                      |
| 13   | Women   | Low   | High   | Reside in the locality   | Direct contact<br>Face-to-face<br>Formal meetings                                      |
| 14   | Physically Challenged People                        | Low   | High   | Reside in the locality   | Direct contact<br>Face-to-face   |
| 15   | Media   | High  | Low  | As a watchdog monitor all activities in the society and inform people in regular basis | Direct contact<br>Face-to-face<br>Formal meetings/workshop<br>Officially/press release |

## C. Citizens Engagement

Citizens engagement is a two-way interaction between citizens and the project that gives citizens a stake in decision-making with the objective of improving the intermediate and final development outcomes of the intervention. The spectrum of citizens engagement includes consultation; collaboration and participation; and empowerment (see Table 3). Access to information is necessary enabling condition, but it typically implies a one-way interaction only. Information-sharing and awareness-raising activities alone, therefore, do not meet the definition of citizens engagement. Closing the feedback loop (i.e., a two-way interaction providing a tangible response to citizen feedback) is required to meet citizens' expectations for change created by their engagement, use their input to facilitate improved development outcomes, and justify the cost of engaging with them.

Beneficiary feedback, a subset of citizens engagement that is applicable to World Bank IPF, refers to engagement (consultation, collaboration, and empowerment) with those citizens who are clearly identifiable (direct) project beneficiaries during IPF preparation, implementation, and evaluation. The objective is to integrate consultations, collaboration, and empowerment activities into IPF project design and implementation to facilitate continuous learning, improved project monitoring, and improved project outcomes.

## **D. Goals and Objectives of CE Process**

The Citizens engagement Framework targets to create ownership of stakeholders by ensuring their active participation in the development process and to make them responsive as well as responsible to the activities. The citizens engagement framework has the same goal of improving public service deliveries and plan subprojects. The main goal of the project is to benefit lower income groups, women and children, and persons with disability, who are expected to be the primary users of improved public spaces.

The objectives of the Citizens engagement are to promote the growth of citizen participation in decision making level of project activities. It also ensures improving existing and creating new channels of communication between the DSCC and citizens, to ensure wider access to information about activities, works and services under the project by citizens. It will improve the organs, channels, techniques and methods of participation of stakeholders with the project for inclusion, effectiveness, coordination and efficiency. It will strengthen the presence of the associative network in the spaces of participation. The CEF will minimize gap between the project and the citizens and will allow DSCC to reconnect citizens' need, priority and values.

## **E. Legal and Policy Requirements**

Rights to Information Law, 2009 and Rights to Information (publicity and publication of information) Regulations, 2010 in its Clause 5 states all information uploaded in the website should use Unicode Standard and must be in Bengali. Clause 9 states all information stated in Schedule 1 and column 2 of Schedule 2 of Rights to Information (publicity and publication of information) Regulations, 2010 must be unloaded in the website. Clause 10 states every law, rules and regulations, instructions, manual, document, record and related subject must be uploaded in the website immediately after its approval. Clause 13 states the higher authorities shall monitor every year how much information the authorities concerned willingly uploaded in the website. Clause 14 states Information Commission shall every year monitor the progress of uploading information on random basis. Clause 16 states willingly disclosure of information shall include in the agenda of monthly coordination meeting.

According to Bangladesh Gazette (extra issue) published on October 15, 2009 (Second Section, Rights to Get Information) states any citizen of the Dhaka South City Corporation (DSCC) has the rights to get any information relating to DSCC following specific criteria except reserved record that was identified as reserved record by gazette notification.

According to Bangladesh Gazette (extra issue) published on July 4, 2011 in No. 5 of its Schedule -1 [(Regulation 3 (1) Note] states every office will kept and publish its documents, directions, manual and record in its information center and website. In No. 2 of its Schedule -2 [(Regulation 3 (1) Note] states every office will publish name, designation and address of appeal authority in its information center and website. No. 3 of its Schedule -2 [(Regulation 3 (1) Note] states every office will publish name of information commission, commissioners, their designation and address in its information center and website.

According to the World Bank Policy on Disclosure of Information first printing on March 1994 and second printing on September 1995 recognizes and endorses the fundamental importance of accountability and transparency in the development process. Accordingly, it is the Bank's policy to be open about its activities and to welcome and seek out opportunities to explain its work to the widest possible audience. As a development organization, the Bank wishes to stimulate debate and broaden understanding of development, to facilitate coordination with its partners-governments and other institutions-and to help create and nurture public support for activities which promote the economic and social progress of developing countries.

## **F. Principles for Engagement**

DSCC has thought of key principles to guide citizens engagement activities under the project. The principles set the standards to which DSCC aspires in building consistent, open and respectful working relationships. The principles will be tested against to transform them consistent with current citizens charter and practices across the ultimate clients in the neighborhoods. The CE framework is based on the following principles to serve as helpful indicators of effective engagement practice by DSCC PMU on the project.

*D*





|   |                        |  |
|---|------------------------|--|
| 1 | PURPOSEFUL             | Citizens engagement process will be designed with a clear understanding of purpose and targets to achieve. The design will build lasting goodwill with communities and stakeholders participating in the process and develop an understanding about their capacity to engage.                        |
| 2 | INCLUSIVE              | The engagement process will be inclusive of all groups of citizens by age, gender, education, social status, physical and mental ability, and ethnic identity. The process will also identify and engage with key stakeholders who contribute to, influence, or are affected by a subproject.        |
| 3 | TIMELY                 | Citizens and key stakeholders will be involved from the early stage of subproject identification and agree on a program including process of engagement, meeting schedules and feedback mechanism.   |
| 4 | TRANSPARENT            | There is clarity and transparency about citizens engagement process sponsorship, purpose, design, and how the project will use the process results.  |
| 5 | RESPECTFUL             | The engagement will be a two-way process. The process will acknowledge and respect the expertise, perspective, and needs of citizens and key stakeholders. The process will recognize different communication needs and preferences of communities and the endeavor to meet these wherever possible. |
| 6 | INFORMED PARTICIPATION | Communities will be informed sufficiently early in the subproject identification, design and implementation process. Citizens will be provided with sufficient information about the objectives, approach, policy and targets to enable them to participate in a meaningful way.                     |
| 7 | ACCESSIBLE             | Citizens engagement processes are broadly accessible in terms of location, time, and language, and support the engagement of residents with disabilities.  |
| 8 | FEEDBACK               | DSCC PMU will communicate drafts and proposals back to the citizens and key stakeholders with a description of how their inputs were considered and used in subproject identification and design decisions.  |

*AS*

*Michael*

## G. Levels of Engagement

The higher is the level of CE, the greater impact it will produce on project outcomes and on advancing citizens engagement practices and culture. There is no single right method of citizens engagement in development process. Different methods are applicable at different stages of the process. Thinking about and selecting the most appropriate method of citizens engagement and the relevant tools and techniques to facilitate the engagement process can vary according to the situation, time, skills and resources. All engagement methods have their benefits and limitations and it is important to select the right one and review to ensure the method best fits the environment. The following table provides guidance on the various levels of engagement and commitment to participating citizens and key stakeholders under the project:

Table 3 Levels of Citizens Engagement

|                   | <b>Inform</b>   | <b>Consult</b>  | <b>Collaborate</b>   | <b>Empower</b>  |
|-------------------|---|---|--|---|
| <b>Goal</b>       | Providing citizens with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | Obtaining citizens feedback on analysis, alternatives and or/ decisions   | Partnering with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solutions.                        | Placing final decision making in the hands of the community |
| <b>Commitment</b> | The communities in the project neighborhoods will be kept informed of the subproject process.   | The communities will be kept informed, listened to and their concerns and aspirations be acknowledged. The communities will be informed of how their inputs influenced the decision. The project will seek your feedback on drafts and proposals. | The project team will work together with the community to formulate solutions and incorporate their advice and recommendations into the decisions to the maximum extent possible | The project will implement that the community decides.      |

*(Handwritten mark)*

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## H. Citizens Engagement Mechanism

Several mechanisms exist for engaging with citizens and stakeholders. They broadly include (a) traditional consultation and feedback mechanisms, such as focus groups and satisfaction surveys; (b) participatory mechanisms, such as community scorecards, participatory planning, and budgeting; and (c) citizen-led mechanisms, such as community management or user management committees. In addition, third-party monitoring mechanisms include social audits, citizen report cards, public expenditure tracking surveys, and working with independent monitoring entities such as information commissions, ombudsmen, or supreme audit institutions. The project is considering the citizens engagement tools in project process (Table 4).

Table 4 Citizens Engagement Tools

|                                |   |
|--------------------------------|---|
| Budget literacy campaigns      | Efforts will be extended to build citizens and civil society capacity to understand budgets in order to hold DSCC accountable for budget commitments and to influence budget priorities under the project.  |
| Citizen charter                | Communities and stakeholders' will be informed about the engagement procedures, frequency and timing for development decisions under the project in a Citizen Charters disclosed to the community. The charters entitle the citizens to an explanation if the community led development standards are not met.  |
| Citizen satisfaction surveys   | Citizen satisfaction surveys provide a quantitative assessment of government performance and service delivery based on citizens' experience. Depending on the objective, the surveys can collect data on a variety of topics ranging from perceptions of performance of service delivery and elected officials to desires for new capital projects and services                                 |
| Community oversight            | Community oversight is the monitoring of publicly funded construction projects by citizens, community-based and/or civil society organizations, participating directly or indirectly in exacting accountability. It applies across all stages of the project cycle although the focus is on the construction phase.   |
| Consultation                   | Consultation, as distinct from dialogue, is a more structured exchange in which the convener commits to "active listening" and to carefully consider the comments, ideas, and recommendations received. Good practice consultations provide feedback on what was heard, and what was or was not incorporated and why to ensure that consultations contribute to improved policies and programs. |
| Grievance redress mechanism    | Grievance redress mechanism (or complaints-handling mechanism) is a system by which queries or clarifications about the project are responded to, problems with implementation are resolved, and complaints and grievances are addressed efficiently and effectively.   |
| Public displays of information | Public displays of information refers to the posting of government information, usually about projects or services, in public areas such as on billboards or in government offices, schools, health centers, community centers, project sites, and other places where communities receive services or discuss government affairs.   |

## I. Citizens Engagement Strategy

Valuing the principles of Citizens engagement, the DSCC PMU will consider the following in design and conduct of citizens engagement exercises:

- Commit to action
- Manage time and resources
- Map your stakeholders and get the right stakeholders to the table
- Agree on the rules of engagement
- Plan the engagement and manage expectations
- Ensure a coherent approach across the department
- Use a mixed or fit-for-purpose approach
- Use consistent and appropriate messages
- Act with transparency and accountability
- Learn from others
- Use the information you collect
- Be focused and flexible
- Listen and be respectful
- Maintain the right to disagree
- Don't expect to change the world overnight!

### Sub-project Level:

| Method  | Entry points                               | Participants                              | Period                   | Expected outcome   | Responsible team                       |
|---|--|---|--------------------------|--|--|
| Town-hall meetings/public consultations/seminar | Local Councilors' office/community centers | Govt. representative, elite, stakeholders | During subproject design | People's demand and expectations will come out from this and DSCC/DCNUP will accommodate their expectation in designs.           | Communication team/ Communication firm |
| Street interviews                               | Local shops                                | Local shop owners/employees               | During subproject design | Local shop owners' demand and expectations will come out from this and DSCC/DCNUP will accommodate their expectation in designs. | Communication team/ Communication firm |
| Door-to-door interviews                         | Local women                                | Local houses                              | During subproject design | Local women's demand and expectations will come out from this and DSCC/DCNUP will accommodate their expectation in designs.      | Communication team/ Communication firm |

## Over project cycle:

|   |   |  |                       |   |  |
|---|---|--|-----------------------|---|--|
| Web-based communication                       | Internet  | Stakeholders                               | Overall project cycle | People will be interested to post their suggestions and complains using this tool.  | DCNUP PIU                              |
| Hunting number to file complain               | Land phone                                      | Stakeholders                               | Overall project cycle | Stakeholders will feel that somebody is here to listen them and they will call and express their opinion, suggestions, complains. | DCNUP PIU                              |
| Mobile Apps (SMS, Facebook, Twitter, YouTube) | Cellular Smart Phone                            | Stakeholders                               | Overall project cycle | People will feel encourage to send SMS and to post various issues as a result their ownership will be established.                | Communication team/ Communication firm |
| Help Desk                                     | At office                                       | Stakeholders                               | Overall project cycle | People will feel encourage to seek help about their area.   | DCNUP PIU                              |
| Town-hall meetings                            | Local Councilors' office/community centers      | Govt. representatives, elite, stakeholders | Overall project cycle | People's demand and expectations will come out from this and DSCC/DCNUP will accommodate their expectation inn designs.           | Communication team/ Communication firm |
| Public hearings                               | Local Councilors' office                        | Govt. representatives, elite, stakeholders | Overall project cycle | DSCC/DCNUP will be able to know people's demand and address those accordingly.  | DCNUP PIU                              |
| Citizen charter/citizen portal                | Local Councilors' office                        | Stakeholders                               | Overall project cycle | People will be able to know about their rights.   | Communication team/ Communication firm |
| Advertisement/ Leaflet/ Publication           | Local level                                     | Stakeholders                               | Overall project cycle | People will be informed about DSCC/DCNUP activities.  | Communication team/ Communication firm |
| Poster/Billboards/digital billboards          | To be hang at visible places of developed roads | Stakeholders                               | Overall project cycle | People will be informed about development works.  | Communication team/ Communication firm |

### III. CITIZENS ENGAGEMENT PLAN

Citizens engagement events will be informal outdoor open house forum where targeted citizen groups and stakeholders will have free access to express their needs, expectations and concerns. The project will facilitate them to conduct dialogue with project personnel and key other stakeholders to synergize citizens engagement in decision making process. Communications with citizens and stakeholders will be made using above the line (ATL) and below the line (BTL) strategies.



## A. Communication above the line (ATL)

| Sl | Tools   | Channels             | Audience     | Time                      | Possible Outcome  | About Tools  |
|----|---|----------------------|--------------|---------------------------|---|--|
| 1. | Web-based communication                       | Internet             | Stakeholders | During the project period | People will be interested to post their suggestions and complains using this tool.  | Nowadays communication through Internet is very much acceptable to people. DCNUP PIU can develop an individual website for the Project. In the website the activities of DCNUP will be uploaded in regular basis. In the site there can be a dedicated icon through which the stakeholders can express their opinion, suggestion or complain. A designated person empowered by the Project Director will sort and inform the PD about it and answer the same according to PD's instruction.  |
| 2. | Hunting number to file complain               | Land phone           | Stakeholders | During the project period | Stakeholders will feel that somebody is here to listen them and they will call and express their opinion, suggestions, complains. | DCNUP can avail a dedicated number from BTRC through which the stakeholders will get information about the ongoing and future plan of the project. The stakeholders will also be able to put their opinion, suggestion and complain using this number. The PIU can engage a dedicated person to handle the number.   |
| 3. | Mobile Apps (SMS, Facebook, Twitter, YouTube) | Cellular Smart Phone | Stakeholders | During the project period | People will feel encourage to send SMS and to post various issues as a result their ownership will be established.                | Nowadays majority people of the country use smart mobile phone with Internet to communicate with others. Social media is gradually taking the leading position of the means of communication across the world. People are very much familiar with SMS, Facebook, Twitter, YouTube. Using these social media stakeholders can easily reach authorities concerned and at the same time the authorities can get feedback from the beneficiaries. Using smart phone stakeholders can express their opinion, suggestion or complain. Every persons of the DCNUP will be connected with the stakeholders through these apps. |

| SI | Tools                       | Channels                           | Audience   | Time  | Possible Outcome   | About Tools  |
|----|-----------------------------|------------------------------------|--|---|--|--|
| 4. | Street Interviews           | Project areas                      | Residents including floating one                   | Prior to consider/in the middle/after completion of works | Project will get quick and easy way of understanding the pulse of the community. | Street interviews provide a quick and easy way of understanding the pulse of the community. It will also enable DSCC/DCNUP to connect with persons who might not live in the neighborhood but who use it for other reasons (e.g., transportation, work, recreation, etc.). |
| 5. | Citizen opinion polls       | To be conducted among stakeholders | Among stakeholders where the development has done. | After completion of development works in their areas.     | DSCC/DCNUP could know about people's opinion.                                    | Citizen-led monitoring team at local level comprising stakeholders could be formed to maintain accountability of the ongoing works.  |
| 6. | Op-ed                       | English/Bangla                     | General people and government officials.           | From 3 <sup>rd</sup> year of project.                     | People will know about the DSCC/DCNUP activities.                                | Op-ed could be published in English/Bangla daily print/online newspapers accommodating information and achievements about the project.   |
| 7. | Grievance Redress Mechanism | At local level                     | Elite & renowned persons                           | From the very beginning                                   | It will create confidence among stakeholders about accountability of DSCC/DCNUP. | Grievance Redress Mechanism may address grievances of local people if any. The local people can also lodge complains to Grievance Redress Committee (GRC).   |



## B. Communications below the line (BTL)

| SI | Tools              | Channels                                   | Audience                                   | Time                      | Possible Outcome   | About Tools   |
|----|--------------------|--|--|---------------------------|--|---|
| 1  | Help Desk          | At office                                  | Stakeholders                               | During the project period | People will feel encourage to seek help about their area.  | The PIU can establish a help desk in the project office to help the stakeholders. The stakeholders will be able get various information about the project communication with this help desk.  |
| 2  | Town-hall meetings | Local Councilors' office/community centers | Govt. representatives, elite, stakeholders | During the project period | People's demand and expectations will come out from this and DSCC/DC NUP will accommodate their expectations in designs. | Personal contact is key to successful communication. The DCNUP will arrange town-hall meetings with its stakeholders prior to design any sub-project and during project implementation and completion of the sub-project. In the early stage consultation the stakeholders will be consulted about informing them about the sub-project and to know about their necessity and design the sub-project according to their demand. |
| 3  | Public hearings    | Local Councilors' office                   | Govt. representatives, elite, stakeholders | During the project period | DSCC/DC NUP will be able to know people's demand and address those accordingly   | Public hearing is very much effective to get suggestions and complaints about ongoing or future projects. In the public hearings local residents i.e. stakeholders can easily express their opinion in front of government officials, local public representatives, elite and local people. In  |

|   |                                      |   |              |                           |  |  |
|---|--------------------------------------|---|--------------|---------------------------|--|--|
|   |                                      |   |              |                           |  | this way many unknown or unaddressed issues come out which contribute a lot in successful implementation of project.   |
| 4 | Citizen charter/citizen portal       | Local Councilors' office                        | Stakeholders | During the project period | People will be able to know about their rights.      | Citizen charter is essential for informing citizens about their rights and duties. In the project areas all citizen charters will contain information necessary for every citizens. In the charter responsibilities of citizens will also be accommodated. |
| 5 | Advertisement/Leaflet/Publication    | Local level                                     | Stakeholders | During the project period | People will be informed about DSCC/DCNUP activities. | Leaflet could be distributed among stakeholders at local level containing information about ongoing development works being carried out by the DCNUP. The leaflet will also contain details description about the works the DCNUP will do in the area.     |
| 6 | Poster/Billboards/digital billboards | To be hang at visible places of developed roads | Stakeholders | During the project period | People will be informed about development works.     | Poster/billboards/digital billboards could be hanged at remarkable point of project areas providing various information including ongoing development works, start date, possible end date, stakeholders' duties etc.                                      |

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## C. Grievance Redress Mechanisms

The project will establish Grievance Redress Mechanism (GRM) for any activity with a footprint and service delivery irrespective of subprojects having land acquisition, involuntary resettlement and/ or indigenous people's issues. Project GRM will take into account the availability of judicial recourse and community and traditional dispute settlement mechanisms, which are particularly relevant in investment projects affecting local peoples either positively or negatively. The RPF provides guidelines of establishments and operations of GRM. A GRM Operational Guideline will be developed and agreed with PIU, DSCC and the World Bank for grievance management under the project.

## D. CE Implementation, Monitoring and Evaluation

### 1. Citizens Engagement in Subproject Cycle

The activities at different levels of citizens engagement over subproject cycles including information disclosure, consultation and feedback and grievance resolution should result into collaboration and empowerment of the citizens. Citizens engagement in subproject cycle will be a four-step protocol to ensure that citizens input is duly considered and reflected in the subproject design and implementation approach. It should also detail more clearly what specific roles tasks or activities the team (PIU, DSM consultants, traffic consultants) and other stakeholders should have for and within/during the consultations (not their terms of reference in general). The following steps may be elaborated.

**Table 5 Citizens Engagement in Subproject Cycle**

| Consultation Steps                                 | Activity   | Roles of Stakeholders  |
|--|--|--|
| Step 1: Consultation Design                        | <ul style="list-style-type: none"> <li>○ Identifying citizens groups and potential stakeholders</li> <li>○ Mapping the stakeholders and Identify levels of their engagement</li> <li>○ Identifying methods of engagement for each level</li> <li>○ Identifying information sets for disclosure at each level of engagement</li> <li>○ Reaching out to the Citizens and stakeholders' groups</li> </ul>   | DSCC PIU, Zone officials, Ward councilors, design engineers, social development specialist and communication specialist  |
| Step 2: Consultation for Subproject Identification | <ul style="list-style-type: none"> <li>○ Open meeting, FGDs and spot consultation at the neighborhood level</li> <li>✓ Objectives of the discussion and roles of the stakeholders;</li> <li>✓ Discuss public space related existing problems suffered by the communities and identify the key problems;</li> <li>✓ Explain the project scope and objectives;</li> <li>✓ Discuss remedial measures perceived and proposed by the communities and stakeholders' groups;</li> <li>✓ Identify and prioritize the interventions for implementation</li> </ul> | <ul style="list-style-type: none"> <li>- Ward councilors: listen, advise</li> <li>- Community members: listen, identify problems, advise remedies</li> <li>- NGOs and CSOs: listen, advise</li> <li>- Others: Raise their concerns and options</li> <li>- PIU and design consultants: present, facilitate discussion, document feedback</li> </ul> |

**Table 5 Citizens Engagement in Subproject Cycle**

| Consultation Steps                                    | Activity  | Roles of Stakeholders   |
|---|---|---|
|   | <ul style="list-style-type: none"> <li>under the project</li> <li>✓ What are the objectives and outputs of this stage?</li> <li>○ Agreements on actions and follow up steps and documentation.</li> </ul>   |   |
| Step 3: Consultation for Subproject Design            | <ul style="list-style-type: none"> <li>○ Open meeting, FGDs and spot consultation at the neighborhood level</li> <li>✓ Objectives of the discussion and roles of the stakeholders;</li> <li>✓ Discuss subproject scope and draft design;</li> <li>✓ Explain the performance of the subproject as per draft design to address the community problems relevant to the infrastructure;</li> <li>✓ Invite, receive and document feedback from the communities on the subproject design and implementation approach;</li> <li>○ Agreement on technical review of the requests from the community on the subproject design;</li> <li>○ Documentation of feedback and agreements.</li> </ul> | <ul style="list-style-type: none"> <li>- Ward councilors: listen, advise</li> <li>- Community members: listen, identify design improvement options</li> <li>- NGOs and CSOs: listen, advise</li> <li>- Others: Raise their concerns and options</li> <li>- PIU and design consultants: present, facilitate discussion, document feedback for sharing with design consultants, safeguards and gender consultants, etc.</li> </ul>                    |
| Step 4: Consultation during subproject implementation | <ul style="list-style-type: none"> <li>○ Subproject launching meeting (one open meeting)</li> <li>✓ Objectives of the discussion and roles of the stakeholders;</li> <li>✓ Discuss subproject design and implementation approach;</li> <li>✓ Identify roles of communities and stakeholders in subproject implementation;</li> <li>✓ Invite, receive and document feedback on implementation and quality control;</li> <li>○ Agreement on complaints resolution on construction method and quality, labor influx, and community health and safety.</li> </ul>   | <ul style="list-style-type: none"> <li>- Ward councilors: listen, advise</li> <li>- Community members: listen, identify problems, advise remedies</li> <li>- PIU and design consultants: present, facilitate discussion, document feedback</li> <li>- M&amp;E focal point track intermediate and PDO results indicators</li> <li>- Documentation of agreements and input to share for designers/DSM consultants, safeguards, gender etc.</li> </ul> |

## 2. Monthly Progress Review

The DCNUP will prepare brief monthly reports on stakeholder engagement activities for ministry/ honorable mayor/ World Bank, which will include:

- a. Activities conducted during each month;
- b. Public outreach activities (meetings with stakeholders);
- c. Entries to the grievance register;
- d. Entries to the commitment and concerns register;
- e. New stakeholder groups (where relevant); and
- f. Plans for the next month and longer-term plans.

## 3. Mid-Term Review

**Progress:** The DCNUP will compile a report summarizing its activities. This report will provide a summary of all public consultation issues, grievances and resolutions and suggestions and complaints from stakeholders. The report will also provide a summary of relevant public consultation findings from informal meetings held at community level.

**Process:** The DCNUP will keep records of all projects prior to start of development works and compare after completion of the work. The DCNUP will prepare the report using these data.

**Output:** The DCNUP in its report will assess its activities and output. The report will also focus on stakeholders' and beneficiaries' opinion incorporating whether the project brings benefit to them or not regarding the project.

**Constraints:** The DCNUP will list constrains it faced in project implementation levels and describe why DCNUP faced those and what DCNUP has done or plan to address those. This may help DCNUP to take corrective measures so that such constrains will not arise again.

**Corrective measures:** The report identify the shortfall and help the DCNUP in taking corrective measures. Duties of PIU members will also be defined specifically for each subproject. Team will be redistributed duties if needed at any stage.

i) **Mid-term:**

**Quantitative:** In quantitative survey it will be determined how many stakeholders are made involved in the DCNUP activities in specific subprojects in their neighborhood areas.

| Indicator Name  | Baseline | Intermediate Targets |         |          |         |        | End Target |
|---|----------|----------------------|---------|----------|---------|--------|------------|
|   |          | Year-I               | Year-II | Year-III | Year-IV | Year-V |            |
| Number of people consulted under participatory sessions for subproject design and implementation          | 00       | 00                   | 000     | 400      | 000     | 000    | 400        |
| Number of subproject activities identified through CE method  | 00       | 00                   | 000     | 20       | 00      | 00     | 20         |
| Number of subprojects got design review to accommodate the concerns and options raised by the communities | 00       | 00                   | 000     | 20       | 00      | 00     | 20         |
| Number of women got employed in civil works construction  | 00       | 00                   | 00      | 500      | 000     | 1000   | 1000       |
| Number of community people satisfied with project activities  | 00       | 00                   | 000     | 300      | 00      | 00     | 300        |
| Proportion of women interviewed expressed their satisfaction on project approach and outputs %            | 00       | 00                   | 000     | 60       | 00      | 00     | 60         |

**Qualitative:** In qualitative survey it will be determined how many stakeholders are satisfied with the DCNUP carried development works in their areas.

| Indicator Name   | Baseline | Intermediate Targets |         |          |         |        | End Target |
|--|----------|----------------------|---------|----------|---------|--------|------------|
|  |          | Year-I               | Year-II | Year-III | Year-IV | Year-V |            |
| Percentage of citizens in selected neighborhoods who consider that their views have been taken into account in the subproject designs (Percentage) | 00       | 00                   | 00      | 60       | 00      | 00     | 60         |
| Percentage of women in selected neighborhoods who consider that their views have been taken into account in the subproject designs (Percentage)    | 00       | 00                   | 00      | 60       | 00      | 00     | 60         |

|  |    |    |    |    |    |    |    |
|--|----|----|----|----|----|----|----|
| Percentage of women who report feeling safe in public spaces in the selected neighborhood locations (Percentage) | 00 | 00 | 00 | 20 | 00 | 00 | 20 |
|--|----|----|----|----|----|----|----|

#### 4. End-Term Evaluation

**Output:** The DCNUP in its report will identify what it has done and if the stakeholders are benefitted from the project or not if not why.

**Outcomes:** The DCNUP will identify how it has ensured stakeholders involvement and accommodate their recommendations in the design process of subprojects, how ensure equal employment opportunities resulting in diverse workforce. It will also incorporate complaints from stakeholders if any and how it was resolved.

**Constraints:** The DCNUP will list constrains it faced in project implementation levels and describe why DCNUP faced those and what DCNUP has done or plan to address those.

**Lessons learnt:** The report will include achievements of the DCNUP done so far and what the DCNUP could not done and why. This part also include future plan prepared taking experience from the past. It will also include the best and worst practices in formulating, implementing, monitoring and evaluating the project.

**Quantitative:** In quantitative survey it will be determined how many stakeholders are made them involve in the DCNUP carried development works in their areas.

| Indicator Name   | Baseline | Intermediate Targets |         |          |         |        | End Target |
|--|----------|----------------------|---------|----------|---------|--------|------------|
|  |          | Year-I               | Year-II | Year-III | Year-IV | Year-V |            |
| Number of male consulted under participatory sessions for subproject design and implementation   | 00       | 00                   | 000     | 000      | 0000    | 1200   | 1200       |
| Number of female consulted under participatory sessions for subproject design and implementation | 00       | 00                   | 000     | 000      | 0000    | 300    | 300        |

**Qualitative:** In qualitative survey it will be determined how many stakeholders are satisfied with the DCNUP carried development works in their areas.

| Indicator Name   | Baseline | Intermediate Targets |         |          |         |        | End Target |
|--|----------|----------------------|---------|----------|---------|--------|------------|
|  |          | Year-I               | Year-II | Year-III | Year-IV | Year-V |            |
| Percentage of citizens in selected neighborhoods who consider that their views have been taken into account in the subproject designs (Percentage) | 00       | 00                   | 00      | 00       | 00      | 60     | 60         |
| Percentage of women in selected neighborhoods who consider that their views have been taken into account in the subproject designs (Percentage)    | 00       | 00                   | 00      | 00       | 00      | 60     | 60         |
| Percentage of women who report feeling safe in public spaces in the selected neighborhood locations (Percentage)                                   | 00       | 00                   | 00      | 00       | 00      | 60     | 60         |

## E. Responsibilities

| Sl. | Responsible consultants/firms | Responsibilities   |
|-----|-------------------------------|--|
| 1.  | PIU                           | The PIU members will monitor all activities carried out by relevant firms/consultants/personnel.   |
| 2.  | DSM                           | <ul style="list-style-type: none"> <li>a. The DSM will undertake appropriate environment and social safeguards assessment, planning and supervision as per the World Bank policy;</li> <li>b. Conduct feasibility analyses for the sub-projects;</li> <li>c. Revalidate the needs for improvement, review existing designs and incorporate improvements to the designs;</li> <li>d. Assist PIU to do project coordination with other agencies/stakeholders;</li> <li>e. Supervise construction, monitor quality, measure work progress;</li> <li>f. Evaluate project outcomes and provide recommendations for future improvements and prepare project completion reports;</li> <li>g. Prepare detailed technical designs, drawings, detailed cost estimates, specifications, etc. for all the components within the scope of the project.</li> </ul> |
| 3.  | Traffic study                 | <ul style="list-style-type: none"> <li>a. Will analysis existing pedestrians movement, traffic conditions, traffic flow conditions at every subprojects;</li> <li>b. Will ensure potential interventions for reducing parking and congestion of vehicles to improve pedestrian and non-motorized traffic flows at subproject;</li> <li>c. Will ensure alternative arrangements for vehicular movement;</li> <li>d. Will ensure parking management for areas around community center and park/open space at subprojects;</li> </ul>   |



|    |                        |  |
|----|------------------------|--|
|    |                        | <ul style="list-style-type: none"> <li>e. Will ensure pedestrian and vehicle circulation arrangements for subproject areas;</li> <li>f. Will arrange alternative lane alignments for subproject areas;</li> <li>g. Will maintain signage, traffic signals, traffic control, speed control/traffic calming; parking management; and intersection improvements at subproject areas;</li> <li>h. Will monitor environmental and social risks and impacts associated with the potential traffic management options.</li> </ul>   |
| 4. | Environment Specialist | <ul style="list-style-type: none"> <li>a. Will oversee implementation of agreed Environmental Management Plan of all sub-projects;</li> <li>b. Will support consultants to assist local authorities with land use planning to manage cumulative effects, and all other consultancies with environmental, health and safety (EHS) aspects or focus under the project;</li> <li>c. Oversee the pre-construction baseline monitoring of air, noise, water, soil and sediment quality to be carried out by the DSM consultant;</li> <li>d. Orient contractors to project EMP requirements and expectations, and assist in review and approval the Construction Environmental Action Plans to be prepared by the contractors before starting of the construction works;</li> <li>e. Ensure compliance of the mitigation and management measures by the Contractors through DSM consultants;</li> <li>f. Maintain liaison with the Contractors for the Implementation of the EMP;</li> <li>g. Maintain liaison with the DOE on environmental and other regulatory matters; including obtaining and renewal of environmental clearance documents as and when required;</li> <li>h. Develop training program (as required) on environmental aspects for the key stakeholders;</li> <li>i. Coordinate through DSM consultants the dialogue with the project affected persons (PAPs) if any and ensure that the environmental concerns and suggestions are incorporated and implemented in the project;</li> <li>j. Undertake regular direct environmental monitoring (field visits) to each sub-project under construction, and report on environmental performance and follow-up activities to the Project Director;</li> <li>k. Lead on resolution of any grievances related to environmental management issues, in coordination with the Grievance Redress Officer;</li> <li>l. Ensuring all environmental clearances and any other regulatory approvals are appropriately maintained throughout the life of the project.</li> </ul> |
| 5. | Design Team            | <ul style="list-style-type: none"> <li>a. Will design every subproject following report of stakeholders' consultation;</li> <li>b. Support in sub-project preparation, implementation and supervision of the construction work;</li> <li>c. Recommend measures to address implementation bottlenecks;</li> <li>d. Will help PIU and PD for smooth implementation of various sub-project implementation related activities.</li> </ul>  |
| 6. | Communication Firm     | <ul style="list-style-type: none"> <li>a. The communication firm will arrange and conduct meeting/workshop opinion research/tracking survey;</li> <li>b. Set specific objectives that would specifically focus on message development, communication platforms/channels, feedback, capacity building, evaluation, etc.;</li> </ul>   |

|  |  |  |
|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>c. Conduct prior and pre-project implementation interactions with stakeholders at local level;</li> <li>d. Print flyer in Bangla and English containing information about activities of the DCNUP;</li> <li>e. Will ensure TV, radio, online advertisements/propaganda on the DCNUP activities;</li> <li>f. Develop Info graphics;</li> <li>g. Will develop and disseminate Public Service Announcement (sms, email, social &amp; online media contents etc.);</li> <li>h. Will prepare fact sheets, brochures, success stories;</li> <li>i. Will develop sticker/poster on the DCNUP activities for stakeholders;</li> <li>j. Will prepare and set up signboards/billboards/electronic billboards in sub-project areas;</li> <li>k. Design, printing and distribution of DCNUP electronic and print success story;</li> <li>l. Prepare a short video on the DCNUP in English and Bangla;</li> <li>m. Provide support to conduct annual stakeholders gathering including brochure/publications etc.;</li> <li>n. Conduct TWO tracking surveys on satisfaction of stakeholders about DCNUP and impact of communication activities and presentation and dissemination of survey findings in workshops.</li> </ul> |
|--|--|--|