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BRAC Institute of
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Maheen Sultan, Salma A.
Shafi, Kabita Chowdhury,
Sahida Khondaker,
Pragyna Mahpara, Lopita
Huq

GENDER MAINSTREAMING IN SELECTED SECTORS: GOOD PRACTICE CASE STUDIES

ADB with the assistance of BIGD, BRAC University undertook a series of sectoral and regional consultations in 6 divisions of Bangladesh and nationally on gender mainstreaming in energy, transport, urban and skills sectors. This is a compilation of the good practice case studies that emerged from the discussions with various stakeholders at these workshops.

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Abbreviations

ALDLP	Akhaura- Laksam Double Line Project
ASRH	Adolescent Sexual and Reproductive Health
BARD	Bangladesh Academy for Rural Development
BCC	Barisal City Corporation
BEPZA	Bangladesh Export Processing Zones Authority
BG	Broad Gauge
BIWTA	Bangladesh Inland Water Transport Authority
BNFE	Bureau of Non-Formal Education
BPDB	Bangladesh Power Development Board
BREB	Bangladesh Rural Electrification Board
BR	Bangladesh Railway
BRTA	Bangladesh Road Transport Authority
CAP	Community Action Plan
CBO	Community Based Organizations
CCC	Chittagong City Corporation
CCRIP	Coastal Climate Resilient Infrastructure Project
CDF	City Development Forum
CDO	Community Development Organization
CFCI	Child Friendly City Initiative
CIF	Climate Investment Funds
CLC	Community Learning Centre
CM	Community Mobilization
CSC	Contract Supervision Consultants
CTEIP	Coastal Town Environment Infrastructure Project

DCRP	Dohazari-Cox's Bazar Railway Project
DNCC	Dhaka North City Corporation
DOPS Foundation	Development of Poor Societies Foundation
DPHE	Department of Public Health Engineering
DSHE	Directorate of Secondary and Higher Education
DSK	Dushtha Shasthya Kendra
DSM	Design, Supervision and Management
EGM	Effective Gender Mainstreaming
FBCCI	Federation of Bangladesh Chambers of Commerce and Industry
FGP	Finance and General Purpose
FSO	Female Staff Owner
FYP	Five Year Plan
GAP	Gender Activity Program
GBV	Gender Based Violence
GC	Growth Centers
GoB	Government of Bangladesh
GS	Grameen Shakti
GEDSS	Gender Equality Diagnostic of Selected Sectors
GEMS	Gender Equity Movement in Schools
GRC	Grievance Redress Committee
ICS	Improved Cook Stoves
ICT	Information and Communications Technology
IDA	International Development Association
IFAD	International Fund for Agricultural Development

ILC	ICT Learning Centers
IWT	Inland Water Transport
JFAHTC	Jahanara Female Adult School and Handicrafts Training Center
JICA	Japan International Cooperation Agency
JPGSPH	James P Grant School of Public Health
KFW	Kreditanstalt für Wiederaufbau (German Bank)
LCS	Labor Contracting Society
LGED	Local Government Engineering Department
MGSP	The Municipal Governance and Services Project
MOU	Memorandum of Understanding
NARI	Northern Areas Reduction of Poverty Initiative
NEP	National Education Policy
NOBIDEP	Northern Bangladesh Integrated Development Project
O&M	Operation and maintenance
PA	Practical Action
PBMC	Performance Based Maintenance Contracts
PBS	Palli Bidyut Samity
PDO	Project Development Objective
PG	Primary Group
PLCEHD	Post- Literacy and Continuing Education and Human Development
PMO	Project Management Office
PMU	Project Management Unit
PPCR	Pilot Program for Climate Resilience
RERMP-2	Rural Employment Road Maintenance Program

ROW	Right of Way
RTIP-II	Second Rural Transport Improvement Project
SBMC	Sher-e-Bangla Medical College
SCC	Suggestion and Complaint Committee
SCF	Strategic Climate Fund
SESIP	Secondary Education Sector Investment program
SME	Small and Medium- Sized Enterprises
SPCR	Strategic Program for Climate Resilience
SRHR	Sexual Health and Reproductive Rights
SRIIP	Sustainable Rural Infrastructure Improvement Project
TE	Teachers' Educators
TLCC	Town Level Coordination Committee
TOT	Training of Trainers
UBR	Unite for Body Rights
UCEP	Underprivileged Children's Educational Program
UDP	Urban Development Program
UGIIP	Urban Governance Infrastructure Improvement Project
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UPC	Union Parishad Complex
WATSAN	Water and Sanitation
WB	World Bank
WEAB	Women Enterprise Association of Bangladesh
WFPO	Watershed and Flood Prevention Operations

1. Overview

Background:

Bangladesh Gender Equality Diagnostic of Selected Sectors (GEDSS) was published and launched in early 2018. Its purpose is to assist ADB, government and development partners to identify modalities to incorporate approaches for gender equality and empowerment of women into selected sectors, namely, education, energy, transport, and urban development. In order to carry the initiative further ADB awarded the BRAC Institute of Governance and Development (BIGD) a contract for “Dissemination of the Gender Equality Diagnostics of Selected Sectors (GEDSS) through A 7997-REG: Strengthening Knowledge-Driven Development in South Asia (45282-001) in 2018. The objectives were to contribute to increased capacity among sector professionals and government officials to better integrate gender mainstreaming actions into sector specific interventions; transform attitudes, perceptions and behaviors among sector professionals related to gender equality and women’s empowerment; and contribute to the exchange of knowledge and practices by collecting experiences on good practices and challenges in addressing gender equality in sectoral programmes.

In order to contribute to gender equality and women’s empowerment in the four key sectors, ten workshops were held, four sectoral workshops in Dhaka and six regional workshops in Chattagram, Khulna, Rangpur, Barishal, Sylhet and Cumilla. The participants were ADB Project staff, line agency staff, Mayors, Divisional Commissioners, City Corporation/ Municipality officials, academics, practitioners (NGOs), local government representatives, local administration representatives and sector specialists.

Identification of Good Practices

In each workshop sectoral group decided on a few good practices in the sector where gender gaps had been addressed and which had resulted in positive gender equality outcomes. These were discussed according to guidelines for this discussion so that case studies could be prepared. See Annex 1 for case study guidelines. Although in each workshop each working group was able to identify numerous good practices, for purposes of time and documentation two or three were chosen by sector per workshop. These were further developed by the BIGD team with some further inputs from the persons and organisations who had proposed them.

Some of the good practices identified related to various institutional measures that various government institutions such as the Local Government Engineering Division and the Power Development Board had taken such as provisions for postings, providing jobs for family members when the main job holder passed away. Interestingly government, private sector as well as the NGOs had such practices. Other good practices were initiatives taken by the programme or project to ensure women were integrated in implementation and women received equal benefits (if not more). It was found that such measures could be big or small but were more common than had been foreseen. Finally a number of the participants shared examples of initiatives they had taken to address discrimination or inequalities

between women and men. These included locally elected representatives, government servants, NGO staff and teachers and academics.

The case studies identified are presented below by sector. In each of the sectors we have clustered them into subthemes. For example in the energy sector we have cases relating to renewable energy and conventional energy. In the transportation sector we have cases relating to overall infrastructure; roads and highways; railways and waterways. In the urban sector we have cases related to governance; water and sanitation; and urban health. Finally under the skills, vocational education and tertiary education we have women's entrepreneurship; secondary education; vocational training and tertiary education.

We hope that readers will find these case studies useful and they will assist the exchange of knowledge and experiences between actors in each sector, between sub-sectors and also between sectors. To assist in this the contact persons and their addresses have been provided.

2. Gender Mainstreaming in Energy Sector

2.1 Good Practice Case Studies: Renewable Energy

Case 1: Improved Cook Stoves Program of Grameen Shakti (GS), Khulna

Grameen Shakti involves women in the distribution of improved cook-stoves in Khulna. Nearly 70% of those employed in the program are women who are working in the construction and marketing of ICS and providing maintenance service to the customers.

Most of the households in Khulna burn traditional fuels like wood, jute sticks, agricultural waste, cow-dung for cooking, and use inefficient and poorly ventilated clay stoves that produce smoke, carbon monoxide, and carcinogens. The particulate pollution level of traditional cook stoves may be 20 times higher than accepted guidelines. On the other hand, improved cook-stoves are designed to reduce the amount of traditional fuel by ensuring more efficient burning of the fuel and thereby reducing indoor air pollution. The government has set a goal for distribution of clean cooking solutions to 100% of the 30 million households by 2030, and Grameen Shakti cook-stoves program is contributing towards that goal.

The women who cook using traditional clay stoves and their small children are exposed to these high levels of toxins for three to seven hours a day. They also spend hours in collecting the fuel-wood which can be detrimental to their health and safety.

Improving biomass cooking stoves is a powerful positive health intervention, especially in households that include children. Reducing emissions from cooking stoves keeps those particles from building up in the lungs of babies, children and other family members, and improves survival rates from pneumonia, influenza, and other infections. Using improved stoves reduces the amount of fuel used and thus helps in reducing the drudgery of women due to fuel collection activities.

Gender is mainstreamed into the project by Grameen Shakti's initiative to train women technicians to construct improved stoves, and provide maintenance service to customers. Women are also involved in marketing the improved stove as Grameen Shakti staff or entrepreneurs.

Grameen Shakti employed mostly disadvantaged women who have minimum of class eight education and aged 18-40 years to for the marketing of improved cook stoves. They get a monthly salary from Grameen Shakti. The role of these women employees is to go door to door, construct the stove and provide the necessary service to the consumer. Grameen Shakti is also trying to develop women entrepreneurs for selling improved cook stoves. However, very few women have become involved in this business.

The policy for employing higher numbers of women in the program is maintained in the process of implementation of the intervention. After selection of the employees, Grameen Shakti arranges practical training of the employees before sending them to the field.

Often the husband/family of the women employees do not want to send their wife/daughter to the field to sell cook stoves or to provide service. In these kinds of cases, Grameen Shakti holds counseling sessions with the family.

What enabled Grameen Shakti to make these changes is its company policy to employ more women than men in its cook stoves program as technicians, engineers, and other staff. Involvement of more women in a project may help GS to access donor funding like climate change fund.

As a result of this intervention there was increased employment of women. The sale of Cookstoves reduced health hazards for women resulting from low emission of harmful gases. It resulted in saving energy through use of improved cook stoves and decreased the need for spending valuable time for collecting fuel which is generally the duty of the women and girls in the household. The lesser cooking time released time for the women to do income generating activities or enjoy leisure and rest.

The lesson to be learnt is that programs developed with specific consideration to women can have significant beneficial effects for the whole family by increasing well-being of the members and increasing income.

For further information, contact:

Md. Alomgir Hossain, Assistant Engineer, Grameen Shakti, Khulna
Email: alomgir1318@yahoo.com



Improved Cook stoves

Case 2: Surjokonna Program: Exclusive Participation of Women in an ICS (Improved Cook Stoves) Marketing Project, Chondrodip Development Society and Aid Organization, Barishal

Chondrodip Development Society and Aid Organization have been ensuring exclusive participation of women in an improved cook stoves (ICS) marketing program in Barishal. Distribution of improved cook stoves by local women and girls has filled a gap in increasing awareness about the benefits of using them for both health and environmental reasons. Increasing availability of good quality energy efficient cook stoves in the area has helped in promoting the technology. The introduction of *Surjokonnas* (Daughters of the Sun) made it much easier to access the predominantly female users of cook stoves.

The idea was to create an independent freelance sales force consisting of women which would eventually lead to women empowerment. This project enabled many local community based organizations to participate in expansion of improved cook stoves programs, which helped in reducing women's health risks by reducing indoor air pollution in the kitchen. Women's entrepreneurship was made possible for many who did not have any other alternatives for income generation. This model could also be replicated in many similar social businesses.

The first step of the process included a survey to identify entrepreneurs. The selected women were then trained for 12 days to equip them as *Shurjokonnas*. Fairs were arranged in the villages to introduce ICS in community and create awareness about health issues related to traditional stoves. *Uthan boithoks* (courtyard meetings) were also held to introduce components of the new improved stoves and their proper use and maintenance. The organizations provided *Shurjokonnas* with caps, dresses and bags so that they could be easily recognized by the community. The *Shurjokonnas* went door to door to sell the ICS and monitor the use by the clients.

There were challenges faced in carrying out the process. Lack of awareness about environmental effects of traditional cook stoves was prevalent in the communities. Many women were unwilling to spare time for discussions about awareness. There was also a lack of interest among women in changing to new technology. Even if women of the house agreed to change to a new method, other family members did not think this to be a good investment. Moreover, the community was not receptive to women working as salespersons going from house to house.

In the initial period, the participation rates of users were low. Communication to remote areas was challenging. People were interested in getting free products instead of purchasing them. It was difficult to get trained technicians for installation and maintenance of stoves.

However, there were also enabling factors that made the overall process successful. Donors provided technical and financial support. Civil society and local government offices also extended their support. Successful entrepreneurs helped in the promotion of the product. Finally, since women had access to hard-to-reach households, they utilized woman-to-woman marketing techniques and became trusted promoters of household products among their peers.

This initiative has created the potential for a number of positive outcomes. First, acceptance of women as salespersons led to higher income generation opportunities for many rural women. The use of ICS in households resulted in less time and fuel consumption for users. This also led to improvement in women and children's health by avoiding inhalation of smoke, which can cause respiration and eye diseases. Women are now able to better organize their time because they save time in cooking. Finally, the use of ICS in large numbers has also contributed to environmental protection.

For further information, contact:

Ms. Jahanara Begum Shapna, Executive Director, Chondrodip Development Society

Email: cdsbsl@gmail.com

Mr. Md. Moniruzzaman, Executive Director, Aid Organization

Email: aidorgbd@gmail.com

Case 3: Ecological Sanitation And Renewable Energy Use, Bangladesh Academy for Rural Development (BARD), Cumilla

The ecological sanitation and renewable energy use project under BARD has built the capacity of young, rural women in eco toilet management. They have learnt how to convert human waste to fertilizer and promote agricultural productivity. This practice promotes personal hygiene on the one hand and agricultural productivity on the other, and is also environment friendly. It is financially viable for many of the households. Women play an important role in encouraging the use of this toilet by the family.

The first step in the project implementation is to select and form male and female groups under the Comprehensive Village Development Program and Women's Education, Income, Nutrition Project. They are provided training on toilet construction, management and hygiene maintenance. During the training, they are given demonstrations on the technique of converting human waste to fertilizer for use in homestead agriculture and fields. They are also provided training on biogas plant and solar energy.

One of the main challenges in implementing the project was the negative attitude of the local community about use of human excreta. The comparatively higher cost and the new and different system of toilet, made it difficult for the users. Moreover, the fact that one has to take extra pre-caution in using this system, made it not very user-friendly.

However the technical team were successful in the explaining the construction and use of the system which helped to remove some of the misunderstandings. Both male and female villagers cooperated in the dissemination of the knowledge and technique.

As a result of this project, hygienic methods have improved environmental sanitation. Human excreta is now being recycled as a fertilizer. The use of this fertilizer has reduced the use of other chemical

fertilizers that needs to be bought from the market. This has led to reduction in cost, increase in productivity and increased profits in agriculture.

For further information, contact:

Nasima Akhter, Joint Director, BARD
Email: Nasimanarsingdi@yahoo.com

Case 4: Participation of Women in National Domestic Biogas Manure Project (NDBMP), DOPS Foundation, Rangpur

DOPS (Development of Poor Societies) Foundation has introduced a renewable energy project called the National Domestic Biogas Manure Project. A large proportion of its beneficiaries are women and their training on this project has proved that women are capable of undertaking all aspects of management and operation of household biogas plants. Under this project 2000 women have been trained in using biogas for cooking, management of bio slurry and use as fertilizer. Around 60 women are involved in marketing of biogas systems and organic fertilizer. Women have proved to be better at marketing than men.

In total, DOPS Foundation has provided training to 5000 beneficiaries on using biogas and bio stoves. Among them, there are 2000 women beneficiaries (40% women). Bio slurry is a form of an organic fertilizer and these women are being trained on how to use that in farming. The trainings are technical in nature, which helps in building their capacity in using biogas and bio stoves. The women are now farming vegetables using the dried and liquid bio slurry as fertilizer. DOPS has also provided trainings on marketing to the women beneficiaries. A total of 60 women are now involved in marketing of the bio slurry. The trained women beneficiaries can now go to any houses and brief others regarding the usefulness of biogas. They can also raise awareness of other women regarding the health benefits of using safe fuel.

There were some prior misconceptions among women regarding the use of bio slurry. They were concerned about cleaning the liquid bio slurry. However, after the trainings, this is no longer a problem.

This initiative has promoted the use of safe fuel. Women are being able to help other women in understanding the health benefits of using safe fuel. Issues such as women's health and hygiene are also being addressed. Women are now capable of using bio slurry as fertilizer and farm vegetables in their own land and homes.

For further information, contact:

Ujjal Chakrabatty, Executive Director, DOPS
Email: dops.rang@yahoo.com



Sorting kitchen waste

2.2 Good Practice Case Studies: Conventional Energy

Case 5: Redeploying Women from Billing Section to One Point Service Center of Palli Bidyut Samity, Cumilla Palli Bidyut Samity, Cumilla

The Cumilla Palli Bidyut Samity (PBS - Rural Electrification Association) has set up a One Stop Service Center for customer service and pre processing of bills. The innovative aspect is that women staff are being given preference to work in this center. This has addressed a key problem of redundancy of many female staff due to computerization of the Billing Section. Female staff who worked in the Billing Section were trained for their new role. This enhancement of opportunities for women was possible because the organization took timely and necessary steps to retain their experienced staff. The new administrative order gives preference to women. A separate counter for women has been established at the Billing department for processing bills and payments. Moreover, issues and any problems related to new connections are referred by the Women Directors to the General Manager's office through the One Stop Service Center for pre processing.

Previously customer service was mainly carried out by men. However, it was seen that women are more dedicated and give more time to solving problems. Redeployment of female staff to the One Stop Center thus has improved customer service as well as enhanced the opportunities of women who would otherwise have become redundant.

The initiative faced certain administrative constraints in terms of creating new posts. However, a government official order to allow retraining and redeployment acted as an enabling factor. Moreover, women were found to be more suited for customer service activities, which made the implementation easier. The women were already experienced and familiar with the PBS system and were therefore readily employable.

This initiative resulted in increased customer satisfaction. The standard of service also improved.

For further information, contact:

Md Abul Kalam, General Manager (C.C.), Comilla Palli Bidyut Samity-4
Email: comillapbs4@gmail.com

Case 6: Special facilities for women to work in gas fields, Chevron, Dhaka

Chevron working areas include remote gas-fields. In order to encourage women to work in Chevron it has introduced various measures to ensure the safety and security of women staff. The company provides transportation services to all its female staff ensuring them a secure journey to and back from work. This benefit is extended to all office employees after office hours if they have to work beyond 7 PM. At the gas fields, women are given separate rooms (or containers, as they are called) with attached toilets, television, air-conditioning and recreation to ensure comfort and safety. Duty time is restricted to daytime. Moreover, it is compulsory for all new recruits to go through a Gender Ethics training. Refresher training is provided every two years. There is also a hotline number to report any discrimination or harassment.

As an international company, all of Chevron's subsidiaries have to follow the same policy. The higher authority provide ample support to maintain the integrity of the system. This has made it easy for Chevron to adopt and implement this policy for women.

Women are now encouraged to work in this sector even though the work location is very remote. This serves as an example to other companies working in similar conditions.

For further information, contact:

Hazzaz Bin Yousuf, Assistant Professor, Petroleum & Mineral Resources Eng (PMRE)
Bangladesh University of Eng & Tech (BUET), (Ex- Chevron Employee)
Email: hazzaz@pmre.buet.ac.bd

Case 7: Improving Existing Working Environment to a Gender Friendly One For Women, WAVE Foundation, Dhaka

WAVE Foundation is a civil society organization started initially in Chuadanga district. It works on various issues including rights of the poor and marginalized, good governance, livelihood skills, etc. The organizational policy places special emphasis on women's participation.

The organization took initiatives to make changes in the physical environment and operational policy to make it more secure for the women working there. More than 65% of the employees in the organization

are women. Previously there was a high turnover of women employees. Adoption of the gender friendly policies resulted in reduced dropout rates. Women are now more comfortable in working in the organization.

To address the problem of high turnover of female staff and formulate a gender friendly policy, first a situation analysis was carried out to find out why women were leaving the organization and how to reduce dropout rates. Arrangements were made to provide residences for single women staff and separate women's dormitories. At least two women from the same area were recruited to ensure security while working till late hours. Transfer policies ensured least disruption to families. Arrangements were made for recreational activities (TV, Board Games, etc.) for all staff. Training on Gender policy was made compulsory for everybody. Women were given leadership training. Day care center for the community has been opened.

The main impetus of taking up this policy was because performance rates were deteriorating due to high dropout rate of female employees. It became expensive to recruit new officers and train them sufficiently. The company's credibility was diminished because of high employee turnover. Adopting this policy helped to minimize these problems.

The process was facilitated because the Board was receptive to the idea. It was also acceptable to all employees, from grassroots to top level management.

Adoption of this policy has led to increased standards of performance. There has been a reduction in dropout rates. It has also encouraged more women to join the company for safe and conducive work environment.

For further information, contact:

Mr. Md. Hossain Islam Ripon, Project Manager, WAVE Foundation
Email: md.hossainislamripon2014@gmail.com

Case 8: Vending Project of Prepaid Metering in Bangladesh Power Development Board (BPDB), Chattagram

Bangladesh Power Development Board (BPDB) has introduced the policy of prioritizing employment of women in their vending project of pre-paid metering service. The board believes that women are more skilled in interactions with customers for electricity bill payment. 80% of the employees in the vending project are women.

Women are generally not prioritized in employment in the energy sector as it is seen as a technical field, fit for male employees. From the gender analysis conducted in the organization, it was found that customer feedback is better when customer services related to prepayment of electricity bill is handled by female employees. Women are employed to provide the following services related to prepaid

meters: a) Solving problems faced by customers relating to meters, unlocking, misunderstanding about adjustment with new systems etc. b) Counseling about use of the system (alarm, recharge etc.)

This vending project of pre-paid metering service is a relatively new project which has been centrally planned to prioritize the employment of women. The employees are provided training locally by the BPDB distribution office in Chittagong. They have to handle a large customer base (15 operators recruited for 50,000 customers). As a result of prepaid metering, meter reader posts have gradually decreased.

The management within BPDB strived to achieve a more gender equal workforce and encouraged the employment of women for this project, which facilitated the implementation of the project.

The project ensured enhancement of women's employment opportunity which is an issue in the energy/power sector. It resulted in improved customer satisfaction particularly for women. It also gave women the opportunity to work in an environment where they faced no health hazards or other workplace oriented issues.

For further information, contact:

Fardowsi Akhter, Senior Assistant Director, BPDB Chittagong
Email: se_southctgpdb@yahoo.com

Case 9: Policy Changes for Encouraging Women to Enter Challenging Positions in Operations and Distribution Sections in BPDB, Bangladesh Power Development Board (BPDB), Dhaka

The Bangladesh Power Development Board (BPDB) Dhaka has instituted a new policy to encourage women to take on more challenging positions. The new policy allows the women engineers to make their own decisions about choosing work location. Previously the decision was taken by the System Design department. This policy has encouraged women to enter new fields of employment. Women are now doing jobs which were previously considered to be men's work such as in the capacity of field level helpers, technicians, etc.

This has been possible because BPDB has taken a conscious decision to develop as a gender sensitive organization which encourages women to participate side by side with their male counterparts. Power development is a male dominated sector where men usually take decisions. This is a prevalent issue of the sector. However, this policy was adopted as women proved that they can work as well as men and they received support from their superiors and management.

This initiative has resulted in 9% employment of women in BPDB, helping towards meeting the 10% quota for women's employment in Bangladesh.

For further information, contact:

Nasrin Parveen, Director, Personnel, Bangladesh Power Development Board (BPDP)

Email: dir.personnel@bpdb.gov.bd

Case 10: Empowerment of Women in Power Sector by Ensuring 3 Seats For Women in the Board Of Directors of Palli Bidyut Samity (PBS), Rangpur

The Palli Bidyut Samity (PBS – Rural Electrification Association) under the Bangladesh Rural Electrification Board, Rangpur has taken up an initiative to ensure women’s representation in the board and to give voice to women’s concerns in the power distribution system through women representatives of PBS.

The PBS Board of Directors consists of up to 15 members, who administer the business and affairs of each association. Among them, 7 are elected from men and women consumers of the PBS through direct election. The 7 elected Directors then select 3 women Directors, who are then assigned to 3 different areas. Each association Board also nominates and appoints from among the female population of the association, a maximum of three (3) women who act only in advisory capacity, with reference to the concerns, desires and viewpoint of the female members of a association. The committee has board meetings every month where the women directors bring forward the problems of their own areas. The higher management then makes decisions collaboratively. Bangladesh Rural Electrification Board (BREB) is involved with the monitoring of this overall system.

One-stop service centers have also been established to deal with consumer complaints. In these centers there are touch screen complaint boxes. Such a system creates more transparency. Bill payments have also become convenient for women through the introduction of mobile-based bill processing. As a result of this, women are now more involved in the use of ICT.

The most common challenge faced is the male dominance in the sector. But involvement of more women in the sector is now gradually improving the scenario. Previously, women members did not have voting rights and decision-making autonomy. However, now as they are among the Board of Directors, they play a significant role in decision-making.

This change was possible because it was a central decision from the Rural Electrification Board (REB) to reserve seats for women in the Board of Directors of PBS. This institutional measure has helped in the empowerment of women officials in the power sector.

Having women directors in the Board, women are now getting the opportunity to express their views and request for remedial actions if necessary in the power sector.

For further information, contact:

Mohammad Abdul Jalil, General Manager, Rangpur Palli Bidyut Samity (PBS 1)

Email: rangpurpbs1@yahoo.com

Md. Matiur Rahman, Assistant General Manager, Rangpur Palli Bidyut Samity (PBS 1)

Email: sumon.oree@yahoo.com

Case 11: Policy to Employ Dependents of a Staff on his/her Death during Service to Support the Immediate Family, Bangladesh Power Development Board (BPDB), Sylhet

Bangladesh Power Development Board's (BPDB) policy to employ dependents of a staff on his/her death during service has been instrumental in saving the family from financial disaster at the loss of the main earning member of the family.

In Bangladesh, there is no government supported social security system. At the premature death of the main earning member, (usually the father) the family has to depend on other relatives. There are very few companies where there is a system to help families of the deceased employee in such a way. BPDB has taken this decision to give employment to the immediate family members (usually the wife of the staff), according to their qualification. This was possible because the Board of BPDB and the Power Ministry supported the policy.

This is a continuous process and currently many female members are absorbed in the system which brings great relief to their families. Moreover, women who would otherwise not had this opportunity if the policy were not in place, are now enabled and encouraged.

For further information, contact:

Nasrin Sultana, Senior Assistant Director (Commercial Operation), Distribution Zone, Bangladesh Power Development Board, Sylhet

Email: cepdbstyl@yahoo.com

Case 12: Informal Policy to Keep the Family Together, Sylhet Palli Bidyut Samity (PBS) under Bangladesh Rural Electrification Board (BREB), Sylhet

From their experience, the Palli Bidyut Samity (PBS – Rural Electrification Association) has found that having separate workplace locations for a husband and wife places the family in crisis. They thus follow an informal policy whereby husbands and wives both employed by PBS but at different locations can be relocated to work in the same PBS. This helps in keeping the family together and allows the children to pursue their education without disruption.

In order to avail this benefit, a concerned family has to apply to the PBS Board of Directors. The PBS General Manager then places the issue to the Bangladesh Rural Electrification Board (BREB) with

recommendation for the transfer of one of their staff. BREB makes the necessary changes after an assessment of the situation.

Since there is no written policy on this matter, implementation becomes challenging at times. But it is made possible because the Board and the other related officials take the initiative to help the male and female employees working in PBS under such circumstances.

As a result of this initiative, many families have benefitted from this initiative taken by the Board, which helps keeping the family together.

For further information, contact:

Bina Sarker, Director, Sylhet Palli Bidyut Samity-2

Email: binasarkerkdc@gmail.com

Md Shamsuzzaman Dulan, Member, Sylhet Palli Bidyut Samity-2

Email: smdulan75@gmail.com

3. Gender Mainstreaming in Transport Sector

3.1 Good Practice Case Studies: Infrastructure

Case 13: Coastal Climate Resilient Infrastructure Project (CCRIP), Barishal

The Coastal Climate Resilient Infrastructure Project (CCRIP) project is implemented in Dhaka, Barishal and Khulna Division where 83 sub-districts in 12 districts are covered. These districts are Bagerhat, Barguna, Barishal, Bhola, Gopalganj, Jhalokati, Khulna, Madaripur, Patuakhali, Pirojpur, Satkhira and Shariatpur. In Barishal Division the project area encompasses 42 sub-districts.

The project is funded by 3 donors each contributing to separate components with Government of Bangladesh (GoB) as partner and also funder. The donors are; ADB (Asian Development Bank), IFAD (International Fund for Agricultural Development), KfW (German Bank), GoB (Government of Bangladesh). LGED is the executing agency. The project started in 2013 and will continue up to December 2018. The total project cost is BDT 1250 crores.

There are four main reasons for selection of this project as 'Good Practice'. These are: a) The project is a poverty reduction program involving local people specially destitute poor women; b) All components of the project are designed considering climate change and keeping women's vulnerability in mind; c) The project is implemented following a 'Gender Action Plan' in all aspects of planning and monitoring; and d) The project has introduced new components in facilitating gender issues which makes it unique from other projects.

By 2050, climate change impact on Bangladesh is projected to result in an increase in the temperature by over 1.0 C and sea level rise of about 30 cm. This could make an additional 14% of the country extremely vulnerable to floods and dislocate more than 35 million people in the coastal districts. The country has an outstanding adaptation deficit and there exist substantial risks from severe flooding even in the current climate. According to a recent estimate, 87% of roads in the country will be substantially inundated due to climate change by 2050. The cost of adaptation for the railways, road network, embankments and drainage infrastructure to offset additional inundation due to climate change alone is estimated at \$ 2.7 billion. This estimate is conservative as it does not include the additional adaptation required in urban areas and unprotected river banks.

This project is proposed under the Government of Bangladesh's Strategic Program for Climate Resilience (SPCR), prepared under the Pilot Program for Climate Resilience (PPCR). The PPCR is a part of the Strategic Climate Fund (SCF) within the Climate Investment Funds (CIF), to pilot and demonstrate ways to mainstream climate resilience in development planning and management. In the Bangladesh SPCR focuses on improving coastal embankments, rural connectivity, water supply and sanitation, promoting

public-private financing, and capacity building for mainstreaming climate resilience, and knowledge management.

Infrastructure improvement in Coastal Zone Project will improve livelihoods in the rural coastal districts vulnerable to climate variability and change. Climate change threatens the significant achievements made by Bangladesh in the last 2 decades in raising incomes and reducing poverty. Gender analysis shows that women are relatively more vulnerable to extreme climate events because of poorer access to education and health services and economic opportunities; limited mobility; and various social restraints.

The project area being one of the most under developed and vulnerable areas of the country, the women groups are illiterate and lack gainful employment. The gender analysis is targeted to address these issues and provide a detailed course of action for bringing maximum benefits to women from the project activities of infrastructure development.

Following the gender analysis for the stakeholders in the project area, the project feasibility study developed a Gender Activity Program for each component. The CCRIP has followed the Gender Policy of the Government of Bangladesh and the Gender Policy of LGED. In accordance with these two the project developed its own Gender Action Plan and program for project execution. The GAP has been followed throughout the project execution. Mainstreaming of gender in project design and implementation is discussed below.

The project, while enhancing longevity and sustainability, will improve livelihoods in twelve rural coastal districts prone to climate variability and change. The project will consider various climate proofing options both for engineering (subsurface conditions, material specifications, cross section and standard dimensions, drainage and erosion, and protective engineering structures), and non-engineering sides (maintenance, planning and early warning, knowledge products development and dissemination, capacity development and environmental management). All these have been done targeting women as equal beneficiaries.



Separate toilets for men and women



Visit by project monitoring team

Gender Aspects are considered in the project implementation planning through the following activities. The involvement and activities are shown below:

Infrastructure Planning Implementation and Monitoring	Project (Involvement of women) Activity
Of the total labor days or Mondays in selection of skilled and unskilled labor	30% females to participate, 20% females
Land acquisition and resettlement	Out of 627 affected persons 35 were females and 27 have been rehabilitated
Road maintenance works	100% women in LCS (Labor Contracting Society) groups, 15 women in tree plantation and maintenance of 7.5 km road.
Rural Road Construction	30% women in LCS groups, 30% female labors
Market Construction and Development	As small traders 15% space is allotted to women vendors in the open areas
11 member market management committee	2 women members are compulsory
Allotment of shops to women was planned for 15 percent	30% shops allotted to women owners
At least one female in one trader association	One female member included
There are 37 landing stations in the project	During construction separate toilets and resting areas are provided for women. Pure drinking water for all is ensured.
16 new cyclone shelters were constructed and 2 earlier ones have been extended	50% of the toilets constructed are reserved for females, pure drinking water is provided in shelters. In 22 shelters the management committee includes 26% women members

There were many religious barriers. The project area people strongly believed in keeping women within the household and as such social and family barriers existed that did not allow even poor women to work, alongside men. Women were initially afraid to work in construction. They had to observe 'purdah' strictly. All these constrains worked against the project and posed as barriers, but were eventually removed.

Motivational trainings were given to women to give them confidence to join the program. Inclusion of objectives for sharing of profit from construction works and daily cash payment gave them good incentives to join the projects activities and become self-reliant.

The primary school teachers who are members of committees have been very supportive. Also some local elites, local businessman, union council, chairman and members are the people who helped in the motivation programs and attended meetings called by LGED.

Distinctive features of this project include the fact that the project concept was developed targeting women involvement in every aspect of the program; the donors closely monitored the project implementation and missions from their offices regularly visited the project sites. This encouraged the project staff and the local people; quarterly reports were prepared by the project team and submitted to the executing agency and donors; there is very close coordination among the project implementation team and local stakeholders.

Gender related actions and their results include the construction works followed safety policy during all construction; women laborers had equal provision in sanitary facilities; in addition baby care (day care rooms) are provided on site during construction; provision of safe drinking water at all sites; reduced difference between men women's wages (labor wage). In fact men and women received equal wages for their work time; increase of women's contribution in construction to a level above 30%; entrepreneurship development through trainings in IGP, and business management; involvement of women officers and staff from LGED in monitoring and project implementation

In terms of the outcomes, it was decided to ensure that minimum 30 percent women would take part in all project aspects. In effect it is found that the percentage exceeded the target in many cases. Some of the examples are as follows:

- Out of 272 markets constructed 30.5 percent laborers were women (3005 was out of 9842 person)
- Out of 5711 LCS members trained 79.90% were women
- For the same type of job women received same payment as men.
- All construction sites provided separate toilets for men and women and temporary sheds for resting and also night stay.
- Out of 241 rural markets constructed 30 percent of the open areas have been allotted to women sellers.
- In 18 constructed markets 108 shops are allotted to women as owners.
- In all these markets there are separate toilets for women and breast feeding rooms for working mothers.

The project outcome is that women in the project areas have become independent and are working easily alongside men. Social barriers have been removed though the project interventions. Women are

entering a new phase of income generation by investing their savings from LCS savings and also by getting ownership to do business in the markets.

Among the constraints it can be mentioned that there was only one Gender Specialist. Only 17 women involved in GAP and Monitoring work of the project. There is need for engaging more females as trainers, officers and staff in such projects as more interaction and engagement of women in the program will encourage the stakeholders.

For further information, contact:

Project Director: AKM Lutfur Rahman, LGED Head Quarters.

Md. Rahmat-E-Khuda, Senior Assistant Engineer (Deputation), Coastal Climate Resilient Infrastructure Project (CCRIP), Local Government Engineering Department (LGED), Regional Project Office (RPO), Barishal. Tel. 0431-71030, Cell. 01716-608086

Case 14: Coastal Town Environment Infrastructure Project (CTEIP), Dhaka

Twelve coastal towns are included in the Coastal Town Environment Infrastructure Project (CTEIP). They are: Pirojpur, Barguna, Mathbaria, Bhola, Golachipa, Amtoli, Kalapara, Patuakhali, Daulatkhan, Bagerhat. The project is funded by ADB & GOBf and the project duration is 2016-17 to 2020 December.

The project is interesting as it addresses climate change threats and integrates gender issues in every component from infrastructure development to institutional strengthening of the Paurashavas (secondary towns). It also has town and ward level committees that are active and have strong participation of women (TLCCs and WLCCs). Thirty percent of all members are supposed to be women.

Climate change threatens the significant achievements made by Bangladesh in the last 2 decades in raising incomes and reducing poverty. In the country, women are relatively more vulnerable to extreme climate events because of poorer access to education and health services and economic opportunities; limited mobility; and various social restraints. By 2050, climate change impact is projected to result in an increase in the temperature by over 1.0 C and sea level rise of about 30 cm. This could make an additional 14% of the country extremely vulnerable to floods and dislocate more than 35 million people in the coastal districts.

The CTEIP will strengthen climate resilience and disaster preparedness in twelve vulnerable coastal pourashavas (secondary towns) of Bangladesh. Each Pourashava has its own Gender Action Plan. LGED helped formulate these plans and is involved in its monitoring and follow-up. The Pourashavas make budget allocations for implementation of the Gender Action Plans.

The project takes a holistic and integrated approach to urban development and will (i) provide climate-resilient municipal infrastructure; and (ii) strengthen institutional capacity, local governance, and public awareness for improved urban planning and service delivery considering climate change and disaster risks. Key infrastructure investments include (i) drainage; (ii) water supply; (iii) sanitation; (iv) cyclone

shelters; and (v) other municipal infrastructure including emergency access roads and bridges, solid waste management, bus terminals, slum improvements, boat landings, and markets. Investments will benefit the poor and women. At the same time it will address gender equity and mainstreaming in all aspects of the project program.

The project, while enhancing longevity and sustainability, will improve livelihoods in twelve rural coastal districts prone to climate variability and change. The project will consider various climate proofing options both for engineering (subsurface conditions, material specifications, cross section and standard dimensions, drainage and erosion, and protective engineering structures), and non-engineering (maintenance, planning and early warning, knowledge products development and dissemination, capacity development and environmental management). Schools are being built as cyclone shelters since people are more familiar with them and space is also being provided for livestock on the 1st floor. Water management committees are being set up by LGED. They are being registered with the Cooperatives Department. One-third of the leadership are to be women. There are some very successful women Presidents of these committees. Participatory small scale water management projects are being taken up. Some of these committees also give SME loans.

Gender analysis findings were utilized in the planning and policy setting; organizational and skills development of government offices; women empowerment; asset allocation; monitoring and evaluation; human resources targets; stability of organizations; and participation of government and non-government organization.

The gender analysis revealed that, women did not have access to launch landing stations, boat landing stations, terminals did not have separate waiting rooms and toilets, roads in Patuakhali have footpaths but other towns do not have footpaths, CTEIP has one gender specialist but working in Dhaka who visit the project towns, and women have to struggle to get into the boats and launches. Steep and muddy tanks are risky in the rainy season and at high tide.

Gender related actions taken include construction of 5 concrete loading and landing stations with waiting room, toilets, good staircases with railings by CTEIP in Patuakhali, construction of cyclone shelters of which seven have been designed and one is under construction, construction of separate toilets with increased access to various groups, footpath raised from road but access from road level made easy. It also ensured that women laborers are employed through LCS (Labour Contracting Society) groups, 3 groups are run by female sub-contractor.

For further information, contact:

Md. Anowar Hossain, Project Director, Coastal Towns Environmental Infrastructure Project (CTEIP), Level-13, RDEC Bhaban, LGED; Agargaon, Dhaka-1207, Bangladesh; Tel: Land +880-2-8143120 E-mail: pdcteiplged@gmail.com

Mr. Abdus Samad, Gender Specialist; 01718644317; samad3364@gmail.com

Case 15: Sustainable Rural Infrastructure Improvement Project (SRIIP), Khulna

The SRIIP project started in 2011 and was completed in 2017. Project areas included: Bogra, Chuadanga, Dinajpur, Gaibandha, Jessore, Jhenaidah, Joypurhat, Kurigram, Kushtia, Lalmonirhat, Magura, Meherpur, Naogaon, Narail, Natore, Nawabganj, Nilphamari, Panchagarh, Rajshahi, Rangpur, Thakurgaon.

This project has been implemented with full integration of the LGED, Gender Equity Strategy and Action Plan 2008-2015. After completion of the project poor women are now participating in the road maintenance activities and tree plantation through Labor Contracting Societies (LCS). Women are successfully engaged in livelihood generating activities from their bank savings accrued during the project period.

The Sustainable Rural Infrastructure Improvement Project (SRIIP) has reduced poverty and raised incomes in 21 districts of northwest and southwest Bangladesh through fostering economic growth, governance and gender equity. The project enhanced the accessibility of the rural people to social services, such as health and education and economic opportunities. Widening the access to markets and livelihood activity resulted in improved earnings for poor women.

Based on the lessons learned from previous projects, project areas were selected on the basis of high connectivity and poverty concentration. Fostering gender equity in economic opportunities, ensuring sustainable operation and maintenance, developing climate-resilient infrastructure, and considering green elements in the design and implementation has made it an exemplary project.

As a local government institution, LGED is mostly involved in rural and urban development and also plays a major role in eliminating gender disparity and upgrading conditions of poor families. The project followed the LGED gender features such as gender analysis and policies very strictly. This project has tried to employ 30 percent women on a quota basis in its entire duration.

The project is to improve the important rural roads, structures on sub district, union and village road (bridge/culvert), rural market, boat landing station and tree plantation. Development works included improvement of rural access road within the project area. The project improved access to markets and thus facilitated agriculture production, generated employment and directly helped alleviate poverty of the rural poor and women.

The project addressed four key areas for facilitating women empowerment: 1) Employment of women in road maintenance and construction works, tree plantation activities through Labor Contracting Societies (1200 women); 2) Introduce compulsory savings and open bank accounts for all LCS women; 3) Construct and allocated about 500 shops to traders of which 183 are Female shop owners. These women are oriented on road safety issues as well as in business management trainings; 4) LGD capacity building was fully exercised in this project i.e. Better knowledge, tools, and training on gender aspects. Gender related performance criteria have been used by LGED.



Women in road construction works



Women in roadside maintenance works

The process included, LGED Capacity Building: 1) Recruit/promote women at various levels of the SRIIP Project (20%). 2) Organize TOT on Gender and Development for 30 LGED staff of PMO and field. 3) Integrate gender issues and ways to address these issues in all trainings. 4) Ensure that women represent 30% of participants in all training courses. 5) Involve LGED District Sociologist and Upazila Community Organizers in implementation of all gender related activities in the project area.

Local Governance: 1) Women UP members received all training for LGIs. 2) Promoted women's involvement in PIC at the Union level. 3) Involved women in maintenance management of water supply in 3 markets and of renewable energy installations in 3 selected markets. 4) Encouraged women to participate in monthly ward level meetings in UPCs. 5) Performance-based approaches was introduced in 20 pilot Ups to improve UP governance with a focus on women's participation for their benefit.

Standing committee meetings: 1) Assistance to confirm huge publicity for open budget declaration and increase percentage of adult women presented in budget discussion. 2) Provide gender consultant and financial resources for implementation of the GAP. 3) Ensure that all relevant project tools, formats, documents are gender sensitive and sex disaggregated data was maintained by the project MIS. 4) Conduct benefit monitoring of FSOs and LCSs to assess changes in their livelihoods and socio-economic status due to project interventions. 5) Gender inclusive monitoring, evaluation, and reporting with sex disaggregated data.



Female shop owners



For further information, contact:

Ali Akter Hossain; Addl C.E Planning, LGED; Mobile 01716236340

Case 16: Northern Bangladesh Integrated Development Project (NOBIDEP), LGED, Rangpur

The NOBIDEP project is headed by the LGRD Ministry and Implemented by LGED. It is a JICA funded project which will end in June 2019. The project is contributing to women empowerment through infrastructure development and social services. It is unique in concept and practice aiming to 1) Extend access to rural infrastructures and services, for all kinds of people including the poor and women; 2) Extend access urban infrastructures and services for all kinds of people including the poor and women, and 3) Improve urban governance in participating Paurashava (municipalities) with full participation of women councilors.

This is being achieved through improving and sustaining: 1) Rural Infrastructure; 2) Urban Infrastructure, service delivery and governance; and 3) Linkages between rural and urban areas.

The poverty rate of Rangpur Division is recorded at 42.3%, the highest among the seven divisions in Bangladesh in 2010. Poverty reduction in the rural area is key to alleviating persistent disparities between urban and rural areas. The prerequisites to achieving this goal are to 1) vitalize rural economies, and 2) improve the quality of public services in rural areas. The project has two main strategies;

First, the strategy is to vitalize rural economies and include measures to develop rural towns and markets as nucleus of rural development, strengthen rural-urban linkages, namely the linkages between the nucleuses and their surrounding rural areas socially and economically. Candidates of the nucleuses include Paurashavas (municipalities) in rural areas, sub district towns, Growth Centers (GCs), and rural markets. The project concept is that by strengthening rural-urban linkages, both rural and urban people will greatly benefit from improved access to transport infrastructure, expanded markets, improved access to education and health services, and more job opportunities. When the rural-urban linkages are strengthened and rural economies are vitalized, this will help alleviate current pressures on rural people to migrate to large cities such as Dhaka and Chittagong.

Second, poverty reduction in rural areas will require significant improvement in the quality and quantity of public goods and services to local residents. This includes not only basic public services such as education, health and sanitation, but also provision of basic infrastructure such as roads, bridges, and markets.

The project feasibility identified an overwhelming need for development of the poor and women in general in the project areas. The gender analysis revealed the need for support for women's mainly in their income generation, savings and training for skilled work.

Need for social awareness to understand women's rights and share of domestic work etc were also identified. Need for gender specialists and community trainers for improving the gender status has been identified as an important component of the program.

The project includes the following gender supporting documents and activities: 1) Training manual on Gender and Social Awareness for LCS. 2) Savings and Credit programme. 3) Road Safety Component. 4) Training on IGP (210 women already trained in Rangpur Region). 5) One Gender consultant is engaged in Rangpur area. 6) All local leaders and councilors received gender training.

The improvement in basic infrastructure contributes to vitalizing local economies and improving access to services in health and education, and creating job opportunities. In all these activities gender elements are included. The project has three main components: Component 1 - rural infrastructure development; and Component 2 - Paurashava infrastructure and governance improvement. Main components are supported by Component 3 - project management and implementation support.

Each component has gender related actions. For example road, bridge and culvert construction employs women in LCS (Labor Contracting Society) groups. Growth center markets and rural markets provide shops and space to women as owners and vendors. Improvement of landing stations provide efficient and safe transfer of people goods and improve river and road transport network. Tree plantation and maintenance work for destitute and disadvantaged women remain a focus of all activities.

The project encompasses both rural and urban development with a focus on upliftment of socio-economic life of both rural and urban people. As the project covers regional development it will bring the benefit to more poor people and more women will benefit in the long run.

The findings of the gender analysis for the target population of the 14 districts of Northern region of Bangladesh identified the need to create awareness on gender aspects mainly for income generation work, sharing of domestic work, social responsibility on identifying the existing gaps in the roles of men and women. To address the existing gender disparity in rural areas the project designed a Gender Training Manual and social awareness for the Labor Contracting Society. For urban areas, while supporting improvement of governance and capacity of Paurashavas the project targeted women's participation and integration of the urban poor in all the project programs.

For further information, contact:

Project Director A.N.M EnayetUllah, LGED Bhaban, Level-12, Agargaon, Sher-E-Bangla Nagar, Dhaka-1207, Email pd.nobidep@lged.gov.bd;

Md. Abdul Based; Executive Engineer, Rangpur, Email: bidhanbangladesh@gmail.com , Cell No: +8801712066960

3.2 Good Practice Case Studies: Roads and Highways

Case 17: Second Rural Transport Improvement Project (RTIP-2), Cumilla

The Second Rural Transport Improvement Project (RTIP-II) is being implemented in 26 districts of Bangladesh aiming at improving rural accessibility and strengthening institutional capacity of LGED. RTIP-II is implemented by the Local Government Engineering Department (LGED) of the Ministry of Local Government, Rural Development and Cooperatives. It is follow-up Project of RTIP-I project. In this project roads, bridges and growth centers, ghats are constructed for the benefit of the rural people. Project budget is BDT 3, 34390 Lakh. Project duration is from December 2012 to June 2018. The project is jointly financed by the GoB and International Development Association (IDA) of the World Bank.

The Government of Bangladesh (GoB) has undertaken the project to improve rural transport system for creating conducive environment for economic growth and poverty alleviation. Performance Based Maintenance Contracts (PBMC) is an innovative approach in maintaining roads where limited repair works are needed to maximize roads services. It ensures constant riding quality of roads. It provides immediate emergency response and generates employment for rural women.

The overall project objective is to improve rural accessibility and strengthen institutional capacity of LGED for sustainable rural road maintenance. Specific objectives are: 1) rural accessibility improvement; 2) institutional strengthening, capacity building and governance enhancement of LGED; 3) integration of rural road safety engineering measures in LGED raising awareness at community level; 4) contingency emergency response to meet any adverse impact of natural disaster.

The project area includes 26 districts : (1) Dhaka (2) Gazipur (3) Munshigonj (4) Narayangonj (5) Narsingdi (6) Manikgonj (7) Mymenshingh (8) Jamalpur (9) Netrokona (10) Kishoregonj (11) Sherpur (12) Tangail (13) Comilla (14) B-Baria (15) Chandpur (16) Sylhet (17) Hobigonj (18) Sunamgonj (19) Moulvibazar (20) Noakhali (21) Lakshmipur (22) Feni (23) Chittagong (24) Cox's Bazar (25) Pabna and (26) Sirajgonj.

The four components of the project include: 1) Rural Accessibility Improvement; 2) Institutional Development, Capacity Building and Governance Enhancement of LGED; 3) Rural Transport Safety and 4) Contingency Emergency Response.

In this project gender issues received significant importance. Also mobility of the rural population to markets, hospitals, schools, colleges have been made comfortable and provides a safe journey. Men and women are equally benefited by the road & water ways improvements. The analysis also identified a number of gender issues: 1) During construction period security & safety of women labor; 2) Healthy environment and safe sanitation facilities of women labor; 3) Economic involvement of women in all project activities; 4) Better wages of women laborers.

According to gender action plan following action are taken: 1) Equal wages of man & women labor in all construction works; 2) Separate toilet for women labour at the construction site; 3) Separate sleeping quarters are built or hired for men and women in the project construction sites; 4) Priority to women in resettlement action plans.

There is also scope in the project for special consideration for women in the resettlement Action Plan, training for safety and skills of women, formation of separate GRC for women, and training for economic development of poor women.

The project intervention includes river dredging, improvement of Growth Center Markets where 5 shops in each market are for women traders to enhance their economic empowerment and suggestion and lodge complaints on project activities for which the Suggestion and Complaint Committee (SCC) and the Grievance Redress Committee (GRC) have been formed at district and sub district level.

For further information, contact:

Serajul Islam, RTIP, Deputy Project Director. Cell Number: +8801816102450; Email: serajul.islam72@gmail.com;

Md. Enamul Haque Project Director Second Rural Transport Improvement Project (RTIP-II) LGED Bhaban, Level-11, Agargaon, Dhaka-1207 pdrtip2.lged@yahoo.com ; pdrtip2.lged@gmail.com

Case 18: Nirapod Sarak Chai (Demand for Safe Roads), Dhaka

The project is a nationwide awareness program on road safety carried out by an NGO. The initiative started in 1993 and is ongoing. It is mainly targeted towards drivers and general people who are road users and victims of road accidents. For drivers the programs consist of drivers training and raising their awareness to drive safely. Drivers of bus, truck, microbus and registered three wheelers are the main target group. The public awareness program includes mass rallies and advocacy for road safety in public places for raising awareness of pedestrians and people who travel by road. In addition separate trainings are conducted for school teachers and school students.

The movement of 'Nirapad Sarak Chai' (Demand for Safe Roads) was initiated by a very popular actor of the country, Illias Kanchan as a reaction to his wife's death in 1993 in a road accident. Since then he started the social movement demanding safe roads and founded the NGO to advocate on the issue and also established a training center for drivers along with issuance of their license. He has also been active in preparation of a Road Safety Act . The Act was initiated through a High Court Order in 2017 and passed in the parliament as an Act in 2018. His relentless effort to motivate all stakeholders on the issue has made significant impact in raising national awareness about road safety and the much needed measures for enactment of law and order for issuance of driver's license following rules etc.

A major effect of road accidents is the fact that accident victims are not only drivers and passengers but also their families. As such the families of drivers and male passengers particularly widows and children are affected by the loss or disability of their earning members. For affected passengers of road crashes and collisions the number of women and children who lose their lives or become disabled are almost equal to men. In such situation the road safety programs target women and children as well as men.

In view of the need to address gender issues, Nirapad Sarak Chai is advocating on the following issues: 1) Road safety awareness for school children and general public including men & women; 2) Target pedestrians to follow traffic rules i.e. road signals and zebra crossings; 3) Drivers to follow signs for bus stoppage and load and unload passengers safely; 4) Raise funds for compensation to victims of road accidents and their families

Nirapad Sharak's main activity is to continue a social movement by raising awareness of all people on the road safety issues, particularly common people who travel on the road and police, BRTA etc. who maintain road discipline and regulate the vehicles and their drivers. In the process strengthening the laws and legal areas to punish the offenders and side the victims is also an important part of the movement. Their vision is to continue the movement till road accidents in Bangladesh is reduced to half of present day and for this they have set a target date of achieving this by the year 2020.

Nirapod Sarak Chai utilizes mainly two methods to achieve their ends. One way is to conduct continuous awareness and advocacy programs. This is by holding public rallies demonstrations, meetings with various stakeholders i.e. drivers of public vehicles i.e. bus, truck etc. They provide drivers training through their own driving training institution.

Although drivers of the training institute are hundred percent male, the mass awareness program held all over the country usually consists of a high percentage of females. Mass rallies are organized in administrative centers such as districts and sub district headquarters, and important localities with help of local administration. They include government agencies, elected representatives and members of law enforcing agencies. Around 20,000 to 30,000 people gather in these rallies and it is estimated that a large percentage (almost 30 percent) of these people are usually women. Awareness raising with school teachers and students are carried out as part of their programs. In addition the organization takes up tasks such as repairing up small portions of broken roads.

Program tools include documentaries, small skits, for road safety awareness in infrastructure development projects they take support of trainer teams from BRTA, LGED and members of Nirapod Sarak Chai, preparation of draft of Road Safety Act and Motor Vehicle Law.

Nirapad Sarak continues its movement with protests for demonstration of the fact that the national policy level decision makers are not paying required attention in regulating traffic and lowering accident rates in the country. Barriers faced are, awareness is slow and not positively received by drivers and owners of public transports, corrupt practice of law providing agencies, personnel such as traffic police, public transport leaders and owners unaware of the need to regulate and train their drivers.

The most important enabling factor is the relentless effort to improve road safety conditions by Illias Kanchan who is a renowned actor. His continuous activism over two decades to draw attention of all concerned on road safety have made people aware. He has targeted all stakeholders i.e. drivers of all vehicles, law enforcers, traffic regulatory authorities and the general public. The media has been supporting the actor and his NGO and giving wide publicity to his advocacy programs. The print media and television channels always give him good coverage.

Initially the NGO started advocacy and awareness program with its own funding. It received support of BRAC and BUET from the beginning. Now they are supported by LGED, ADB, KFW, for carrying out awareness programs in many project areas of these agencies. Currently private corporate groups, major industries like Lafarge Cement, DHL, SK & F have taken their support to train and make their drivers aware of road safety measures. Illias Kanchan now is supported by his son, Mirajul Moin Joy who is the Executive Director of the Organization.

In Bangladesh, artists and celebrities are idolized. They can be the role models for the masses. With this fact in mind the leader of Nirapod Sarak and his son have taken the path to a movement for raising mass awareness. They are trying to spread the knowledge of safe road use to all concerned, now particularly through inclusion in text books. Making school children aware of the enactment of the Road Safety Act is also on their agenda.

Outcomes of this movement include, 300 drivers trained in 53 districts of Bangladesh; they have changed the mind set of many drivers; they have been able to bridge the gap/difference between drivers & passengers; they have distributed driving booklets on safe driving to all drivers (free of cost); full concentration is given in sensitizing drivers on road safety; it is replicated and connected to various development projects by GoB and donors; they have 14 in-house full time trainers (of whom two are women), and mass rallies on road safety is an ongoing program.

For further information, contact:

Mirajul Moin Joy; Executive Director, Nirapad Sarak Chai; Cell No: +8801715607855, 70 Pioneer Rd, Dhaka 1000; [Phone: 02-8316352](tel:02-8316352);



Case 19: Four wheels to freedom, BRAC, Dhaka

The title of the project is given by BRAC to fund an extraordinary program to encourage females from the lower income groups to take up driving as an occupation. Women are hardly seen as drivers in Bangladesh. If at all only women from the upper class drive their personal or family cars. Women have not taken up driving as it is not easy for a women from a poor family to take such an occupation. The road environment is also very unsafe and insecure for a female. This project is helping women to take up the challenges of driving as an occupation or livelihood. When there is a great need for suitable jobs for women in the in the lower income bracket the driving profession is a good but challenging occupation as women drivers have to overcome many social, environmental barriers. It is also a profession that requires mechanical skills. The BRAC Road Safety Program has taken the initiative to start a training program for females alongside males in their driving school. This initiative is a new venture for BRAC's support of female employment and the name of the project is significant in that sense.

There are few women drivers on any road and people are unaccustomed to women drivers. BRAC has taken the initiative to teach women to drive and take up driving as a profession contributes to breaking stereotypical ideas about women's occupation. BRAC is the pioneer in setting up opportunities for women to enroll in driving training schools side by side with men. The entire program of training women as drivers is supported by BRAC's gender policy and women development strategy. The funding is also solely by BRAC.

The absence of females in the driving profession indicates it is more a social taboo than lack of interest of women who seek employment through skilled trainings. Also there is lack of training institutions which can support interested females from the low income group. BRAC Road Safety program analyzed that this gap can be overcome with support of funds and by dealing with in a very sensitive manner i.e. providing support in training, internship to proper job placement.

The female drivers training program is mainly to increase aptitude of women in skilled jobs and to set a trend for women to learn to drive and become good drivers and definitely to break the misconception that women cannot take up the job of a driver and perform equally, as a male. The objective is also to engage poor women as professional drivers. Driving is a job where there is always scope of employment and BRAC wants to prove that in the long run women are safer drivers than men. The BRAC trainers believe that if women can get opportunity to enter this job market they will do well. Also employment of women as bus drivers will encourage women to take up other jobs such as ticket checkers and helpers. The bus service system in the country will be more women friendly. Also women will be encouraged to drive various mechanical types of vehicles particularly those used in buildings, road and bridge maintenance and construction works.

This particular initiative of the BRAC Road Safety Programme is to train women as drivers and find suitable employment for them. BRAC has three driving schools one in Gulshan area of Dhaka and two in Savar area and Ashkona (Savar). The female drivers training program started in 2012 and is ongoing. In the process of recruiting men as drivers they opened a window to try and recruit women for training

and then give them employment as drivers. The process is not easy as females from poor families do not get support of funds and driving is not considered as a suitable occupation for women. To make it easier BRAC institute of driving select women from their other programs and those who show interest to join and also approach them for training. They provide them with food and accommodation and give them motivation and awareness training side by side with driving.

The following challenges are being faced by BRAC: 1) Breaking of social norms; 2) Continuous funding of the program from own resource; 3) Recruitment of suitable candidates; 4) Trainees Dropout Rate continues (it is reducing but still not increasing as desired).

Women participants themselves face the following barriers/challenges: 1) Family support is lacking most of the time; 2) Work environment (road safety and personal security) is not conducive for women drivers; 3) Women drivers need to have better health conditions than the present recruits; 4) Maternity condition is a hindrance in their employment even when they are not married prospective employers question these situations; 4) The program is not continuous but depend on fund availability.

There are several factors which has enabled the program to continue with positive results. BRAC recruits trainees through their own quota system and also supports them in seeking employment if needed. There are 12 trainees in each batch and the training period is 3 months. Usually 30 applications are primarily selected and 12 out of this number are finally chosen. Trainees are recruited through strong screening process. BRAC's Recruitment Policy targets young, poor, single women, with educational level between SSC- HSC. Urban exposure is a consideration. Physical fitness & family background must meet criteria. Trainees are provided counseling for raising their confidence and courage. Trainees are given internship facilities of free training with accommodation and food. On the average for every trained female driver more than Tk 30,000 is spent per month. Of this amount Tk 12,000 is training cost, Tk 4,000 for food and boarding and Tk 7,000 for procurement of driver's license.



BRAC Training of female drivers

The BRAC initiative to train and find employment for women as drivers is a process by which they are encouraging women from low income groups to take this job or occupation. They select women from their other programs who show interest to partake in this training and also receive applications from

individuals. The program is funded by BRAC and the trainees receive free training and accommodation. Their internship to gain experience is supported by BRAC. Their license is procured with BRAC support.

The outcomes of this project are: 1) Yearly 1000 drivers are trained by BRAC of which 30% are women of various socio-economic groups; 2) Driving instructors are both men (10) and women (2) [17 instructor in total]; 3) BRAC has trained 30,000 licensed drivers in the country; 4) Approximately 200 of these are women and professional drivers. Many of these women are employed by government (Postal Service) or Gono Shastho Kendro, UN, NGOs, Corporate bodies and Embassies. BRAC employs 17 women drivers within its staff.

For further information, contact:

Md. Abed Hossain; Deputy Manager, Project Development & Analysis; BRAC Road Safety Programme; Cell No: +8801709647617; Email: abed.hossain@brac.net

Md. Mohiuddin Khan; Manager Fleet Management; Cell No: +8801729070675; Email: mohiuddin.khan@brac.net

Case 20: Municipal Governance and Services Project (MGSP), Rangpur

The Municipal Governance and Services Project (MGSP) is an ongoing project implemented by Rangpur City Corporation, LGED, PMU and DSM. The project area covers 4 City Corporations and 22 Paurashava (Municipalities). The project features include a) infrastructure development (new road & drain with repair and maintenance of existing); and b) markets and bazars (development of existing infrastructure). The project is being executed through urban local bodies which have high economic growth and job creation potential and located along major growth corridors of three districts in northern Bangladesh.

Through improvement of basic services the project is providing employment to women at all levels. In all infrastructure development work women are getting opportunity to work on a quota basis. The job creation areas are diversified and include routine preventive maintenance of roads, drains, street lights, markets, public toilets, street cleaning and solid waste collection.

In view of the rising urbanization in Bangladesh and in order to utilize the experience and lessons learned from the successfully completed Municipal Services Project (MSP), the World Bank is supporting GoB with this project.

The principle objective of the project is to improve municipal governance and basic urban services in selected urban local bodies. The specific objectives of the project is to 1) Enhance delivery of basic urban services including Operation and maintenance (O&M) with involvement of women in all infrastructure improvement works; 2) Improve in municipal governance, financial management, and own-source revenue generation; and 3) Strengthen the institutional capacity of urban local bodies in planning,

financial management, implementation, operation and maintenance in an effective, sustainable and inclusive way.

The project anticipated environmental impacts during construction phase and the need for meeting women's needs, and therefore included measures to involve women in all stages of the project activities. Gender equity concerns were demonstrated in various aspects: 1) No children would be engaged in any of the work. 2) Rehabilitation of affected people. 3) Safety concerns for labor during construction. 4) No discrimination regarding payment between male and female workers. 5) Local councilors support the program and both male and female councilors attend training programs.

The intervention included facilities for all women involvement (30 % in all types of work), labor shed in construction sites with separate woman resting area and toilets, removal of traffic congestion, and pedestrian safety to improve the environment and road safety for all.

For example, the new 6.00 km road construction at Burir Hat in Rangpur City, including footpaths, drains and tree plantation involved women laborers in all the activities. The tree plantation works are done by women solely including maintenance.

Women were not allowed to work at field level initially due to social and religious constraints. But the process of selection of contractors and their training and contractual conditions encouraged women to join the construction work and become LCS members. Trainings on Finance and General Purpose (FGP) gave them incentive to continue and utilize their savings. LGED training manuals as Gender and Social Awareness have been used including road safety component.

For further information, contact:

Md. Nazrul Islam; Town Planner, Rangpur City Corporation; Cell Number: +8801722346470; Email: nazrulurp@gmail.com

Shaikh Muzakkar Zaher Project Director Municipal Governance and Services Project (MGSP) is an ongoing project implemented by Rangpur City Corporation, Level-6, LGED Bhaban, Agargaon, Sher-e-Bangla Nagar

Case 21: Rural Employment Road Maintenance Program (RERMP-2), LGED, Dhaka

The Rural Employment Road Maintenance Program (RERMP-2) makes rural women work for the regular maintenance of the roads. The European Union and the government of Bangladesh are funding the project. The project director, as well as all the workers are women. Maintenance of the roads is a male dominated area where mainly male laborers are seen to work. The project aims to bring women in this male dominated area of maintenance of roads, and therefore, it is a good practice associated with gender mainstreaming in the transport sector.

The initiative is first taken by an Upazila (sub district) LGED Engineer. The Upazila Executive Officer forms a committee to select beneficiaries. The Upazila Engineer is also involved. From every union, 10 workers are selected through open lottery. Normally 25 to 30 women apply. Voter IDs are checked. The criteria to participate includes age and social status. A waiting list is also prepared in order to fill spaces after dropouts. The workers are responsible to maintain 20 meters of road within their respective union boundaries. They are provided with armbands, which makes tracing them easier. They are given training on maintaining road shoulders and side slopes. They are given a salary for 2 years and also forced to save in a joint account with the District Engineer. They are provided equipment to do their work. There is regular monitoring by the upazila engineers. There are also discussion meetings on environmental safety, dust suppression and other social issues. The community contributes soil for maintenance. There is no need to acquire land so project implementation is faster.

Through the assistance of project authorities, the workers open savings accounts where 80tk is saved per month. These accounts are controlled by the authority and the money is given back to them at the end of two years. LGED then links them up with NGOs to provide IGA training.

Constraints include that only ten women are selected in every union. Not all UP Chairs are supportive of the programme. MPs sometimes speak out against the programme. There is stress on transparency to guard against corruption. The programme is concerned about the safety and security of the women workers and ask them to stop by the afternoon. LGED staff and the UNO look out for their safety. They now face less violence than before.

This program not only creates employment opportunities of the rural women in a male dominated area, but it also acts to increase their social status. The results include increased confidence among the women. Some of them can graduate out of poverty and some have even become UP members. They participate in rallies for 8th of March. The Water Board and the Department of Roads and Highways are interested in the model that LDED has created.

Another good practice is that Salma Sahid, the Project Director, has created a data base of the workers to monitor their socio-economic status and track changes between when they start and end with the project.

For further information, contact:

[Md. Moghlesur Rahman, Executive Engineer, GDSUTP, BRT, LGED, Cell: 1712296745, rahmanmoghlesur21@gmail.com.](mailto:rahmanmoghlesur21@gmail.com)

3.3 Good Practice Case Studies: Waterways

Case 22: Chittagong-Dhaka-Ashuganj connecting riverine route dredging and passenger terminal facilities construction, BIWTA, WB Project, Barishal

The Chittagong-Dhaka-Ashuganj connecting riverine route dredging and passenger terminal facilities construction project is being executed by the Bangladesh Inland Water Transport Authority (BIWTA). It is a GoB and World Bank joint project with substantial funding from both parties – BDT 2880 million from the donor and BDT 320 million from the Government of Bangladesh. The project duration is from July 1st 2016 to June 30, 2024.

This case is interesting as for the first time river transportation has undertaken a project to make the improvements in riverine transportation and improve the safety conditions of users. These project activities include: 1) Improving waterway connectivity in the corridors and provide better facilities for users at the terminals. 2) Addressing gender issues by providing separate toilets, waiting sheds improved jetties and pontoon in the passenger terminals and river landing stations. 3) Construction of 4 new passenger terminals at Chandpur-Barishal, Narayanganj & Sashan Ghat. 4) Enhancing the capacity of the organization and empowering their women staff.

The Project Development Objective (PDO) is to improve Inland Water Transport (IWT) efficiency and safety for passengers and cargo along the Chittagong-Dhaka-Ashuganj Regional Corridor and to enhance sector sustainability.

The Chittagong-Dhaka Ashuganj, Narayanganj and Barishal waterways are the most important inland route for the cargo operation and transportation business. It is also an import route for future connectivity with India by river way. 80 percent of river vessels ply through this route and the number of daily passengers along these routes are as high as 200,000. The passenger terminals of Dhaka, Narayanganj, Chandpur and Barishal play a significant role in the national river transportation system. With a view to reducing pressure on road transportation the World Bank undertook this project and to aid the Bangladesh inland waterway transportation.

In inland water transportation it is stated that 40 percent of the passengers are women. However other than BIWTA vessels and luxury liners, ordinary vessels are not gender friendly. They lack separate toilets for male & female or the disabled, there is no seat reservation for women, elderly and disabled. Jetties in landing stations are either missing or in need of repair. In general there are no waiting areas or toilets in the jetties.

As a component of the project the areas of gender intervention are, 1) Safety Issues for men, women, children in river transportation (Accidents happen in illegal and unregistered vehicles). 2) The rate of death in the river transport is very high for women, children and the elderly and preventive measures are needed. 3) Passengers have life jackets per person on board the IWTA vessels but the number is inadequate in privately owned vessels. 4) Government owned vessels ensure proper standards for

facilities and are gender friendly (Private transports are of poor standards.) 5) Improve access to vessels from jetties by providing wide staircase.



The authorities have placed a new pontoon at Kalapara upazila town launch terminal in Patuakhali but did not replace the damaged jetty, much to the suffering of its users. Source: The Daily Star. October 12, 2018.

The project is in its initiate stage of implementation and there is a need to conduct more studies for making the program gender inclusive. However some of the areas identified for gender intervention are:

Inclusion of Safety Measurers: Life jackets do not work in over loaded vehicles; Buoys are hard to launch in times of emergency. Women need disaster awareness training and training on handling safety jackets and buoys in emergencies.

Women Employment: BIWTA now employs about 70 women as officers and staff. There is scope of engagement of females in the project. 14 landing stations will be made fully operational by the project. Private launches are now providing women cleaners e.g. MV Green line. Policies are needed for Female Employment which would include provisions for daycare center for office staff and workers. A strategy could be developed to employ women as drivers of marine/ river vessels and female graduates from the Marine Academy could join as trainees and staff in river transportation.

The recognition for urgent improvement has motivated all stakeholders to improve the passenger facilities and provide better services for women in the water transportation system.

The Ministry of Shipping, Planning Commission and Local Business Chambers are providing incentives to operators. They hold meetings with all stakeholders and raise public awareness in support of this project.

In general the project has improved some of the facilities of river transportation and it is anticipated that there will be further positive gender related actions in the near future.

The lessons learnt from this project are, 1) River transport system must priorities safe ways for females to travel; 2) It is also the most economical way and affordable for the lower income groups; 3) Currently there are no reserved seats for women and disabled in the private carriers; 4) Safety measures are also not strictly observed; 5) There is need for public awareness on the river transportation system and benefits; 6) Regulatory authorities need to be more proactive in the river transportation;

For further information, contact:

Mizanur Rahman Bhuiyan Superintending Engineer, Bangladesh Inland Water Transport Authority (BIWTA), Cell Number: 01917713554.

Md. Ajmal Huda Mithu Sarkar; Deputy Director, BIWTA; Cell Number: 01968391807

Case 23: Boats for school children in Chittagong Hill Tracts, Chattagram

Providing boats for school children in Chittagong Hill Tracts is an initiative by an NGO called, 'Parbottyo Chattogram Nagarik Committee' (Chattagram Hill Tracts Citizens Committee) working in the Chittagong Hill Districts since 2010 for betterment of life of the hill people. In this particular case they supported the cause of school children and teachers who found it difficult to attend schools due to lack of transportation to cross rivers in accessing their schools in the remote areas. The project duration is from 2017 to 2022.

Simple solutions like provision of boats for transportation to schools can make life easier in many areas. In the 3 hill sub districts of Bilaichari, Rajesthali and Barkal people are cut off from social and economic services by rivers and lakes. Women and children particularly face extreme difficulty in crossing the rivers to access schools and their work location and meet other needs such essential bank, offices, markets.

The NGO which is funded by donors such as UNDP, WFPO, Women Resource Network (TebTeba) etc work on promoting female leadership etc. they now have about 300 eminent women leaders in the area. Their programs include, 1) Rally for all hill events; 2) Capacity building of women leadership; 3) Support to customary laws; 4) Support to local leaders.

With a view to mitigating the problem of transportation of the local people particularly the case of school going teachers and students, the NGO members applied to their donor for funds to purchase boats and solve the transportation to school. They purchased as many as 30 boats with the funds received and now more than 30 schools and 3000 school children have the benefit of safe and timely transportation to their schools. The boats are now called 'School Boats'.

Following their example other organizations provide boats to ply during, office hours specially and these boats are called 'Office Boats'

The timely identification of the problem and provision of boats as a solution supported with support of donor fund enabled the NGO to provide transportation support to the hill school children and their teachers. It is indeed a big support to the residents of the remote hill areas who always travel great distances to meet their needs.

The support of local UP members, School Committee members and School Teachers make them the champions in this project.

For further information, contact:

Nirpa Dewan; Member: Parbottyo Chattogram Nagarik Committee; Cell No: +8801552554806

3.4 Good Practice Case Studies: Railway

Case 24: South Asia Sub regional Economic Cooperation Dohazari-Cox's Bazar Railway Project (DCRP), Chattagram

The project was conceived by ADB and implemented by the Government of Bangladesh (GoB) with three agendas i.e. environmentally sustainable growth, inclusive economic growth and regional integration. Governance and capacity development is inherent in the project. The project is categorized as “Effective Gender Mainstreaming” (EGM). To carry out the above objectives a detailed plan, program and gender action plan have been worked out by ADB and Bangladesh Railways. All the details of gender enhancement activities in the project implementation aspects from planning to actions and enforcements are detailed under a Gender Action Plan for Phase 1.

The Project will support the government of Bangladesh in constructing the new 102 kilometers (km) Dohazari-Cox's Bazar section of the Chittagong-Cox's Bazar railway corridor in southeastern Bangladesh. The project will also strengthen capacity of the railway sector in project management and implementation. By connecting the Cox's Bazar district to Bangladesh's railway network, the project will boost the national economy through further development of Cox's Bazar into a major tourist destination, and also facilitate access for the population and products to sub regional markets and trade. The Chittagong-Cox's Bazar railway corridor is part of the Trans-Asia Railway network.

Cox's Bazar is becoming a major domestic and regional tourist destination. To date, tourists can travel to Cox's Bazar only by car and bus using the two-lane national highway or in a very limited scale by air. More than 9 million annual bus trips from Chittagong to Cox's Bazar are made and around 1.875 million incoming tourists are visiting Cox's Bazar city annually. They stay in the more than 200 hotels and numerous guesthouses and dormitories in Cox's Bazar area. Tourism in Cox's Bazar is expected to grow by at least 5% annually and the government of Bangladesh intends to develop Cox's Bazar to a regional tourist hub and seaside resort benefiting from its more than 120 km of sandy beaches. It also intends to develop other areas of the district and the Chittagong Hill Tracts into eco-tourist destinations. The development of tourism in Cox's Bazar district is expected to contribute significantly to the economic growth in the district and generate employment in the tourist sector and supporting sectors.

In addition, a significant local demand from the around 2.2 million population of the Cox's Bazar district is expected from trips related to work, education or for social, medical and administrative reasons. To accommodate this local demand, all stations will be equipped with multimodal facilities. Local as well as mail trains will operate on the line. Inbound and outbound demand for freight is expected.

The Project is part of the government's strategy to connect more districts of the country to the railway network. It will further support the objectives to (i) generate employment through development of the tourist sector in Cox's Bazar, (ii) improve the sub regional connectivity and trade, (iii) increase the market share of the railway system especially for long-distance passenger and freight traffic and (iv) improve the multimodal integration of different modes of transport.

The project background studies identified the following needs for gender integration 1) Integration of elderly men and women children and disabled friendly features in stations and along railway routes; 2) Lack of safety awareness of communities along railway corridor especially for school children, pedestrians and drivers; 3) Lack of personal safety and security in stations and on trains; 4) Sexual harassment on women in stations and while getting in and out of trains, accessing footpaths and over bridges; 5) Women as affected persons do not receive the compensations in land acquisition for the railway route and construction; 6) Women's employment in BR is low both among officers and general staff.

The Project is expected to benefit the poor and the vulnerable by providing increased employment and market opportunities, improved means of transport and better access to social service facilities. In case any involuntary resettlement impacts are identified during the planning stage, these will also be mitigated through provisions in the Safeguard Policy Statement, national laws and policies. Most of the beneficiaries, especially the vulnerable and the women headed households, will be consulted during the resettlement planning stage and while conducting the poverty and social assessment. A sample of the gender analysis and activities as recorded in the GAP is shown below:

Integration in Design: 9 new railway stations equipped with 1) Separate toilets and ablution facilities for male and female passengers; 2) Separate waiting rooms spaces for women and men; 3) Separate ticketing facilities for women in Cox's Bazar stations; 4) Well-lit waiting rooms and spaces on platforms; 5) Disabilities-friendly access features(Including entry/exit gates and foot-over-bridges equipped with ramps, dedicated drop-off and pick-up points and parking space as well as ticket booths at suitable height for wheelchair users.; 6) Rail crossing physical safety signs along railway line

Awareness on Safety: 1) At least 10,000 residents [Target women 40%] from sub districts along the alignment participated in rail crossing safety awareness sessions; 2) 75% of students [Target schoolgirls: 50%] of at least 500 public or registered kindergarten , primary and secondary schools in sub districts along the alignment participated in rail and platform safety awareness session; 3) At least 300 professional drivers are sensitized to safe rail crossing.

Compensation to Project Affected Women: 1) All female-headed households have bank accounts in their names; 2) All vulnerable affected households receive additional assistance; 3) Female participating in livelihood training have an additional seed grant(Eligible participants are one member of vulnerable household: male participants will receive BDT 25,000 and female BDT 35,000 at the end of the training. This is to encourage households to send female participants.)

Capacity Building of Bangladesh Railways (BR): 1) BR has established guidelines on how to responds to report and document personal safety and sexual harassment incidents and complaints in train stations and wagons; 2) _At least 100 BR staff working as attendants (conductors), station master/assistants, railway reserve police are trained on how to manage personal safety and sexual harassment-free environments have been developed; 3) Payroll with names, sex, work done, working period and wages received are made available for inspection by

PIU; 4) Mainly construction laborers will be monitored but also other employees in administrative and housekeeping activities; 5) Bidding documents and contracts contain provisions on core labor standards; 5) Report incidents of non-compliance

The project involves the construction of a number of railways, bridges and culverts. Construction work has not yet started in full capacity will continue up to 2021. Design of the stations is complete and training for resettlement of affected people are ongoing.

The constraints of the project include that in resettlement, mostly men come forward to claim the compensation as they hold the title of the land. Women are often deprived of the benefits. Moreover, traditionally in the railway sector females did not get employment in technical, office or labor works. Their number is still low particularly in all categories of BR employment.

The project will help improve people's access to and use of opportunities, services, resources and assets which will further empower them. Throughout the project cycle meaningful consultations will be held with the project beneficiaries providing them information regarding the project design and implementation. This will further empower the communities. The project will benefit people of the region as they can easily commute from one place to another.

Bangladesh Railway, various line departments, project beneficiaries, local communities in the project influence area, among others are champions of this project. The local area UP chairmen and local elites have supported the BR activities from the initial stage. Their roles in the land acquisition and resettlement works are very supportive for the project.

The project is very distinctive in the gender aspect as it is following the Effective Gender Mainstreaming (EGM) approach in every activity. The Gender Action Plan is closely monitored and there are Gender Specialists working full time in the project area providing training and awareness programs to in-house staff and local people particularly the affected households. Assistance to vulnerable household affected by the project also has gender component. Eligible participants of female headed households were paid a higher sum than below poverty level or other categories of vulnerable households.

A significant local demand from around 2.2 million population of the Cox's Bazar district is expected from trips related to work, education or for social, medical and administrative reasons. To accommodate this local demand, all stations will be equipped with multimodal facilities and local as well as mail trains will operate on the line. Demand from freight is expected inbound and outbound. Inbound will be mainly supplies for the district and the tourist sector in Cox's Bazar, while outbound freight will cover goods from the district, such as salt, fish products and timber. Facilities for cargo handling for freight trains will be integrated in the Ramu Station, around 12 km outside of the Cox's Bazar terminal and at the national highway N1 Chittagong Cox's Bazar Teknaf, which is located at the border to Myanmar. The Project is part of the Trans-Asia Railway network and by constructing the line in dual gauge, it will also

provide future direct connectivity by railway towards northeastern India and to Bhutan and Nepal through the Indian railway network, which is constructed mostly in broad gauge.¹

Lessons from the project is that careful programming can remove the barriers of gender aspects in the railway transportation system. This project has set targets to improve the conditions in this section of railways connection and are carefully implementing the project.

One aspect to be considered is that there will be a major tree plantation program along the 102km stretch of railway track. Land is already dedicated for the purpose. Female LCS (Labour Contracting Society) groups should be formed and trained for the plantation work from the beginning of the project so that they can continue in the railway track maintenance works as well.

For further information, contact:

Mohammad Salim; Deputy Director, Resettlement Bangladesh Railway; Cell Number: +8801786590521; Email: salimctgbr@gmail.com

Case 25: Akhaura-Laksam Double Line Project, Cumilla

There is 328km of railway line From Dhaka to Chattagram. Most of this route has been converted to double line except for the 72 km of Akhaura to Laksham line which is included in the present project. The project is currently ongoing and will be completed in 2020. The project includes construction of all new stations on this route. The total cost of project is TK 7,000 crores and funded by ADB. The corridor between the major cities of Dhaka and Chittagong is where important economic hubs are located. Improvement of the transport sector will directly benefit the country's economy. Much investment of government went into the improvement of the transport infrastructure between the two major cities. However the segment between Akhaura and laksam was left untouched. As such the old and aging track and railway stations are unable to provide adequate, safe and sanitary facilities to its train commuters; and incapable of handling the production commodities bound for local and international markets. This inadequacy also led to the overcrowding of the national highways within the same corridor, due to the spill over of passengers and cargo not accommodated by the railways. It is for this reason that the Akhaura-Laksam Double Line Project needs to be implemented.

Existing stations between Akhaura to Laksam are old, highly dilapidated, unsanitary and with barely enough facilities to provide for the basic needs (i.e. clean toilet, safe waiting rooms, well drained platforms, etc.) of the train commuters. Access to and from the stations from adjacent highway or villages are very narrow, broken and often clogged by small vehicles (rickshaw, CNG, etc.) and vendors, making mobility to and from the station a very hazardous journey especially for pregnant women, elderly, children, and disabled. There are poor women-headed households and vulnerable groups who

¹Bangladesh: South Asia Subregional Economic Cooperation Chittagong-Cox's Bazar Railway Project, Phase 1 - Tranche 1, <https://www.adb.org/projects/46452-003/main#project-pds>

had illegally built homes along the sides of the track and will be displaced by the upgrading of the track. Some of these households are female headed. Passengers, especially pregnant women, the elderly and the disabled are highly vulnerable to injuries on their way to the station.

Gender analysis was used to help identify solutions that can mitigate the social and design problems of the project. Gender analysis was also used to propose various changes in the station design. The concerns and gaps in the resettlement issues of entitlement matrix was used to identify the eligible project affected persons, benefits due them and how much are they entitled to. The gender analysis identified the mobility constraints of train commuters such as the inadequate access facilities to stations, as well as illegal obstructions (i.e. vendor, rickshaw/CNG) along the sidewalk and even on the road.

The project activities included preparation of Gender Action Plan (GAP) as part of the Project Loan covenants, and Categorizing the Project as Effective Gender Mainstreaming (EGM); Inclusion of relevant GAP targets in the Contractor's TOR (bid and contract document); Regular monitoring of GAP Implementation; Information dissemination of GAP to officials and staff of the Project Implementation Agency and the Contractor.

The steps of the intervention included, project feasibility study, detailed design, project appraisal and approval, loan negotiations, procurement of consultancy and civil works, project implementation, and project monitoring and evaluation.

There were several barriers or constraints: contract of services of contractor had some gaps; there were budgetary constraints; problems with coordination of GAP implementation and reporting; gaps in existing laws related to inheritance resulting from death/disappearance of head of households.

What made the project possible was the designation of a Gender Focal Person who is also responsible for resettlement; Contract Supervision Safeguard team who also performs coordination and monitoring of GAP implementation; cooperation of contractors/subcontractors implementing GAP related activities; flexibility in the application of institutional arrangements for implementation of resettlement plan specifically the duties and responsibilities of the Grievance Redress Committee.

Concerned officers of Bangladesh Railways, Railway Union, Contract Supervision Consultants, contractors and NGOs were champions of this project. Their motivation was to facilitate the implementation of the project which includes the fulfilment of the Gender Action Plan.

The distinctive approach of this project is the modernization of the train station facilities adopting the international design that caters to the needs of elderly, women, children and disabled; innovation of the payment process to allow widows and/or family members to receive compensation of untimely deceased or missing project affected persons. In the case of affected widows (or other family members/relatives) of deceased overseas/migrant workers, appropriate socially accepted instruments to authorize payment of compensation will be identified. In the case of the Akhaura- Laksam Double Line Project (ALDLP), the Grievance Redress Committee was empowered to hear and recommend whether the widow is authorized to claim payment for the deceased husband.

The design of 11 train stations that are currently being built under the Project, had been designed following international standards to incorporate the needs of elderly, women, children and disabled. These designs had been reviewed by the Contract Supervision Consultants that include the Gender specialists to ensure that these comply with standards. These facilities include: a) separate toilets for men, women and disabled; b) adjacent location of waiting room, prayer room, and well lighted platform to minimize vulnerability of women, elderly, disabled and children; especially for night train trips; c) changing tables for infants in the women's room; d) access ramps for disabled persons in wheel chairs; e) foot over bridges with ramps for disabled persons to enable them to cross to the other train platforms; f) appropriate signs installed at strategic places (including HIV/AIDS prevention posters); and g) train platforms raised to the level of the train doors to facilitate the entry and exist of passengers from the train.

The first train station to be completed and operationalized will have a customer satisfaction survey to be performed by the CSC to seek comments from the train riding public whether the innovations introduced are acceptable or not, and secure comments and suggestions on how to improve the facilities. The results of the survey will be used as part of the seminar to be conducted for at least 20 BR officers involved in future train design and operations. It is hoped that customer satisfaction surveys will be conducted in the future in order that BR can be pro-active in its train operations and maintenance activities; or improvement works of other railway lines.

Another gender program is the HIV/AIDS Prevention Program. An NGO named UDOY had been contracted to do the orientation for Contractor's workers and Communities adjacent to the Stations. So far, 42 and 20 HIV/AIDS Awareness seminars for construction workers and community members had been conducted. At total of 1,120 and 504 workers and community members attended of which, 246 participants are women accounting for 48.8% and 15% of community and total participants. There are relatively a higher female participation in the community level, however, this may be due to the schedule of the seminar that is conducted during office hours, where the male household members are still at work, and only the females and children are at home. Adjustment of the community level orientations may need to after office hours to be made, so that more males can attend. So far only 2 temporary female construction workers had attend such seminars.

The customer satisfaction survey has yet to be done, once the first of 11 stations is completed and made operational. This may happen by late next year 2019. Consequently, lessons learned will likewise be generated from such survey that is hoped to be incorporated in future train station designs, operations and maintenance work.

The payment to poor women-headed households (63 HH) and vulnerable groups (106) had been facilitated which would otherwise be a slow and lengthy process under current rules, and so now they move on to the next phase which is participation in the Livelihood and Income Restoration Program. At least 1 member of the eligible HH can enter the program, identify their preferred livelihood project or employment, get appropriate training with livelihood and financial experts to prepare them for their respective projects, and get a seed money (BDT16,500) to start-up.

For further information, contact:

Mr. Anisur Rahman; Deputy Director SASEC Railway connectivity project: Akhaura- Laksam Double Track Project, Bangladesh Railway. Cell No: 01515602670; Email: anisasp@gmail.com ;

Mr. Alan Salvador; Gender Specialist SASEC Railway connectivity project: Akhaura- Laksam Double Track Project, Bangladesh Railway. Cell No: 01774692234; Email: alansalvador2010@gmail.com

Case 26: Construction of Khulna- Mongla Port Rail Line Project, Khulna

The main objective of the project is to construct 64.750 km broad gauge (BG) railway line from Khulna to Mongla along with other infrastructures. Other objectives include, providing connectivity to Mongla Port with the existing railway network of BR, establishing regional connectivity through railway, enhancing export-import activities in Mongla Sea Port, boosting business in the region, including India, Nepal and Bhutan, through Mongla seaport, increasing the modal share of railway and increase of revenue earning of BR, and providing safe and comfortable railway transportation facilities to the tourists up to Mongla Port to enjoy the beauty of the Sundarbans.

The old Khulna station is plagued with problems such as lack of a good waiting room, toilet and safe drinking water. The old booking counter, GRP office and ticket counter are housed in an old building constructed during the British rule. The station does not have separate space for vehicle parking. The over-bridge is in a deplorable condition and in the absence of good toilets, passengers especially women are facing problems. The platform height is also very low and makes boarding difficult for women, children, the elderly and the disabled.

The new Khulna station will be constructed on the lines of a foreign railway station with facilities like modern waiting room, restaurant, hotel, shopping complex, medicine corner, flowers shops, bakery, cyber café, telephone booth, recreation room and mosque. It has become necessary to develop infrastructure of Khulna Railway Station with a view to attracting more passengers and develop railway connectivity in the south-western region of the country.

Since the project is associated with hard physical labor (piling, welding, bridge works etc) plus equipment based earthwork, involvement of women is not fixed or regular. Also working at night is not suitable as security at night is a concern for women. However there is scope for women to be engaged in future in tree plantation activities, office jobs and as cleaners, maintenance workers etc. The railway employs a large number of cleaners for cleaning station, platform, tracks and body of the train. Jobs of the station staff, ticketing counters, ticket checkers can be given to women after skilled trainings and in a quota basis. There is scope for permanent employment of a large number of women in the railway transport.

There are eight stations to connect Khulna and Mongla port. Presently railway stations and their entire operation is not well designed to cater to all passengers particularly women and disabled. This

shortcoming will be remedied in this project. However women employment is very low and a minimum percentage of women are working in this sector at present. This number must be increased through training and quota basis employment in selected areas of work. There is need for GAP strategy in the Sector similar to LGED.

This project will have new designed railway stations with all facilities for women, children, elderly people and the disabled. Platform heights are of the right standard will be ensured for easy access. Planned services include separate toilets, waiting rooms, sitting bench, ramp, car parking facilities, shaded plat form, food and tea stalls. 52000 trees will be planted along the railway in the planned way. Social/cultural structures which have fallen in the Right of Way (ROW) will be replaced.

The project is expected to be inaugurated in February 2020. The project is designed with all genders sensitive elements in mind and they are being implemented in the construction phase with strict supervision and monitoring.

There are constraints in employment of women in the construction works due to lack of skilled training in machinery handling. But there is scope for women if they receive skilled training, to work in the workshops and maintenance of the railways.

The Bangladesh Railway Authority has given considerable attention to improvement of design of the railway service in this new project. Address of access and service problems are taken care of through improved design. There is lack of female jobs in the railway. There is ample scope to provide employment in the regular maintenance services. New areas of female employment can be made in tree plantation along the route. Women can be trained and employed in rail line maintenance and cleaning.



Photo Source: The Independent; <http://www.theindependentbd.com/arcprint/details/30671/2016-01-18>

It is hoped that safe, comfortable and accessible transportation in railway service will be achieved in the route. Station services have been well planned and under implementation. There is scope for women engagement both as skilled and unskilled personnel. But there is need for Gender Action Plan in this sector.

For further information, contact:

| [Md. Abdur Rahim, Executive Engineer, Bangladesh Railway, Cell: 01711692980,
rahim_0147@yahoo.com](mailto:rahim_0147@yahoo.com)

4. Gender Mainstreaming in Urban Development Sector

4.1 Good Practice Case Studies: Governance

Case 27: A Case Study on Adolescent Club of Sreemangal Municipality, Sylhet

Founded in 1935 under the Assam Municipality Act, 1932, Sreemangal is one of the oldest municipalities in Bangladesh with an area of 2.58 square kilometers. By 2002, the municipality transformed itself from class “C” to class “A”. It has a population of about 45000, nearly half of which are women. Yet due to our dejected socio-economic condition, these women are systematically subjected to harsh and maltreatment from their very birth and are deprived of their basic human rights. This poses a threat to their physical and cognitive development and well-being. The adverse effects on children are particularly acute, most of whom never reach their full potential.

In response to this issue, the girls of the Labor Colony of Ward No. 6, which is a relatively low-income area, formed the first Adolescent Club on February 14, 2014, under the Local Government Act, 2009. The club was inspired by UGIIP 2 project. Today there are ten Adolescent Clubs within the nine Wards of Sreemangal Municipality with a total of 415 members. The club raises awareness among adolescent girls about the pernicious effects of child marriage and the dowry system. It teaches them about the importance of education, cultural values, social and personal responsibilities. It also offers them help to improve their English language and Information Technology (IT) skills and encourages the girls to engage in different social activities. The purpose of the Adolescent Club is to diminish social and gender discrimination endured by women for ages by raising awareness and help them become valuable citizens and have a better future.

To achieve this purpose, the Adolescent Club adopted several strategies, such as providing free training courses on computer, beauty parlor, singing, dancing, and English language. Other strategies include offering financial assistance to poor students, medical assistance to the sick, playing games, participating in cultural programmes, arranging intellectual competitions (e.g. debates), and observing national and international days. The club also organizes campaigns to address the barriers that adolescent girls face in getting education, health care, and other social services.

The Adolescent Club of Sreemangal Municipality has three committees: 1. Steering Committee (representatives of the Municipality), 2. Central Committee, and 3. Ward Committee. The members of the Central and Ward Committees are elected in a democratic process. Thus, it gives the citizens, including women, the opportunity to actively get involved in the club’s activities, making them feel more engaged and empowered.

All activities of the Adolescent Club are managed and operated by its members' monthly donations and Sreemangal Municipality's financial support. Guardians of the adolescent girls, Municipality representatives, journalists, officials of different government and non-government organizations, and honorable members of the civil society provide valuable advice and attend various programs to show their support and motivate the Adolescent Club.

The activities of the Adolescent Club produced fairly positive results in the Sreemangal Municipality area. Thanks to the Municipality's supervision, the members of the Adolescent Club are now capable of competing for various jobs. They are given certificates for the training they receive. Furthermore, the Mayor gives them recommendation letters when they apply for jobs. They are considerate about the communities they live in and are willing to contribute to their development. They are mindful of their studies and of their careers. They can speak out, express their desires and opinions. Their family members no longer see them as burdens, rather a valuable part of the family. For the first time ever, they have a self-identity which they are proud of. Although the club was established in 2014, owing to its influence, rates of child marriage and sexual harassment have steadily declined in Sreemangal Municipality. This initiative has enabled poorer citizens to feel that they, too, can speak out at public events. TLCC representation has also increased. Moreover, the Department of Women's Affairs has issued a circular that Adolescent Clubs should be set up at the municipal level.

From this case study, we learned that it would have been better to start the work with a survey to assess the precise number of adolescents. Another lesson was that involving a local CBO would have facilitated creating confidence and trust in the community, after which TLCC could get involved. Finally, adolescent boys could have joined the clubs to interact with and work alongside the adolescent girls.

For further information, contact:

Mohammed Saiful Islam, Town Planner, Sreemangal PSA, Email Address: saifulurp29@gmail.com, sreemangalmunicipality@gmail.com

Case 28: GO/NGO Corporation at Ward Level in Chittagong City Corporation (CCC), Chattagram

Lack of coordination was a big barrier for the implementation of the development programs in Chittagong City Corporation (CCC). To overcome this barrier and get maximum possible benefits, Farzana Parveen, a Ward Commissioner, holds bimonthly meetings to review activities of the past two months and make plans for the next two. She started this practice in 2015. Since then Mrs. Parveen has been holding meetings in her own office, as a locally elected representative of Ward No. 17, 18, and 19 of Chittagong City Corporation (CCC). Her staff helps her arrange these meetings.

As a result of this innovative practice, women are receiving benefits faster, since the Non-Government Organizations (NGOs) are working directly with them. The relationship between these women and the

Ward Councilor has also grown closer. They now have a public identity and voice of their own. Moreover, Mrs. Parveen's actions have increased awareness of women and children's rights in the community. Because of such a positive impact, NGOs have asked the Mayor to start this practice in other Wards as well.

However, since it only involves females, male Ward Councilors felt left out. Besides, the expenses have to be paid personally.

For further information, contact:

Farzana Parveen, Ward Councilor, Chittagong City Corporation

Email: fparveen@gmail.com

Case 29: Community Mobilization (CM) and Community Action Plan (CAP) play a vital role to empower the urban poor, Chattagram

The BRAC Urban Development Programme (UDP) is organizing the urban poor, particularly the slum dwellers, through forming strong community based groups, focusing on empowering the urban poor so that they can raise their voice, resist exploitation and take collective action to address different challenges they face in their life. UDP interventions build leadership capacity of the urban poor, particularly of women. Through the process of CM and CAP urban poor now are raising their voice and creating awareness around their rights and entitlement.

In Chattagram City Corporation area, BRAC UDP works with 25 slums in 10 wards. At the beginning of the project we conducted household survey then we formed different types of groups such as Primary Group (PG), Cluster Group, Youth Group, Community Development Organization (CDO) and Ward Committee. The CDO is the top most group at community level and the Ward Committee is a collaborative group for coordinating among the CDOs within the respective ward



area. BRAC UDP is now forming a town federation committee to

Mr. Mobarak Ali, Councilor, ward no 07, Chattagram City Corporation was present at CAP Validation workshop.

lead the all CDOs. After forming the different types of Community Platform, a CAP workshop was arranged at the slum area where different levels of community were people present and raised their problems from the socio-economic perspective and infrastructure perspective. After preparing the CAP,

the CAP validation workshop also arranged at the ward office where ward councilors (male and female), local representatives and CDO's leader were present. In the workshop, the urban poor raised their voice and took collective actions about their problems.

Generally women's perspectives and priorities were not being voiced. This is because each slum was managed by *sardars/jamindars*, who did not allow the women to speak. It is also noted that prevalence of violence against women and children is particularly high in urban slums where women live legally, economically and socially disenfranchised from the formal system. It is also observed that the need of different chambers of toilet for women and adolescent girls, woman's menstrual hygiene facilities and



Mrs. Abida Azad, Councilor ward no 9, 10 and 13, Chattogram City Corporation was present at a CAP Validation Workshop.

disable friendliness are not considered at all. UDP conducted monthly social awareness meetings at community level for creating public awareness on early marriage, dowry system, violence against women, safe water, sanitation, hygiene, hand washing etc. Besides this women friendly toilets were set up at slum level. Women now raise their voices to ensure their entitlements in different council and seminar.

Mainly community platforms composed of four different groups are formed in each slum. Primary groups consist of 25 females, covering all the females at the slum area. A cluster group is formed with 21 members if more than 500 households exist in slum. Youth groups are also formed with 21 adolescent boys and girls. The leading community group is CDO. That is formed with 21 males and females. Two days of TOT is provided on leadership, organizational development, conflict resolution, and financial management to the four CDO leaders. Problems are identified through CAP workshop. These are then validated by the ward councilor (male and female) in presence of local representative, CDO's leader, NGOs, government agencies. The action plan and budget are finalized in the validation workshop. 50% of the funding is provided from BRAC UDP and the rest 50% from City Corporation and community.

The target communities now themselves identify and prioritize the problems and challenges they face, develop appropriate solutions and prepare Community Action Plan (CAP), and take the lead in executing the action plans. UDP plays a facilitating role in the process. One of the key focus is to promote active citizenship among the urban poor so that they able to play a more active role in public life. Furthermore platforms are being developed to promote citizen's journalism, which will allow connecting the voice of the urban poor with a wide range of stakeholders. Moreover, UDP's efforts to strengthen local government management and planning that will focus on promoting gender responsive governance.

UDP and the community they worked with have been able to demonstrate that the community and the city corporation will invest funds for the community's priorities. For example two lakhs have been invested for road, toilets and school wash in slums. Community organizations are working as catalyst and CDO leaders are being motivated by gaining leadership. There has also been an increase in strength in women's voices. The bargaining power of women has also increased. And finally the city corporation officials and authorities have become more positive about the initiative.



Mr. Jahurul Alom Jasim, Councilor, ward no 09, Chattogram City Corporation was present at CAP Validation workshop.

For further information, contact:

Md. Masum Bellal, Officer-Monitoring & Evaluation

Email: masum.bellal@brac.net

Md. Imtiaz Arafat, Trainer, BRAC UDP, Chattogram Region

Email: imtiaz.a@brac.net

Case 30: Third Urban Governance and Infrastructure Improvement (Sector) Project-III, Dhaka

The UGIIP-III is a project funded by Asian Development Bank (ADB: 325M\$) and OPEC Fund for International Development (OFID: 40M \$) and covers 31 Pourashavas (municipalities) of the country. The project objectives are to 1) Strengthen pro-poor and gender-responsive urban government and improve urban infrastructure and service delivery in 31 Pourashavas; 2) Develop these Pourashavas in an integrated and holistic way both in terms of governance and infrastructure, featured by improved municipal service delivery, financial sustainability, citizen participation, accountability, inclusiveness, transparency and urban development control; 3) Apply governance criteria linked with budget allocation to all Class-A Pourashavas in the country.

The duration of the project is from July 2014 to June 2021. The project is executed by LGED & DPHE.

The project is targeted at improving municipal services delivery and at the same time the tasks are designed to be gender inclusive and climate responsive. The capacity improvement of the paurashavas will bring about sustainable changes.

To meet the challenges of rapid urbanization and complex urban situation GOB has adopted appropriate policies and strategies. The 6th and 7th Five Year Plans (FYP) and in recent times, a Perspective Plan (2010-2021) are targeted to meet these challenges. Broad development goals underlying the Perspective Plan includes among others, 1) Promoting good governance; 2) Provision of adequate infrastructure; 3) Promote environmental friendly development.

While the perspective plan sets the strategic directions and core actions, for their realization, the FYP's aims at certain key targets that include a) income and poverty, b) water sanitation, c) energy and infrastructure, d) gender equality and empowerment, e) environment sustainability. The project towns are spread over the 4 regions of Magura, Bogura, Mymensingh and Cumilla.

The project comprises the following three outputs as components:

Output 1: Municipal Infrastructure and Service Delivery together towards gender and climate-responsiveness.

Output 2: Improved Capacity of Pourashava in urban service delivery, planning & financial Management.

Output 3: Improve project management and administration system

The gender analysis revealed that there are some shortcomings in various levels of awareness and funding in gender actions. These specific areas are: 1) women's voice and opinions are not reaching decision making process; 2) participation of women is not well recognized at all levels; 3) gap in change of mindset of those involved in governance functions; 4) lack of skilled training; 5) policy gap in employment safety measures; and 6) gaps in design of infrastructure for gender address

The gender analysis further revealed the following in terms of design, policy and budget: 1) women's development fund is 10% of UGIIP funds; 2) no assessment in GoB budget for gender support; 3) quota basis of female employment is not included in the project; 4) though it exists in policy but not in practice; and 5) organizational gap at the field level for gender inclusivity.

The project has utilized the analytical findings and incorporated them within the project activities. Examples are, women laborers are engaged side by side with males, Labour Contracting Society groups are functioning regularly in urban areas, 30% women are engaged in construction work in the project, cyclone shelters now address toilet and other needs, etc.

For further information, contact:

AKM Rezaul Islam Project Director LGED, Main Building, Level 12, Agargaon, Dhaka. Phone: 02 8181207, 02 8181208; email: pd.ugiip3@lged.gov.bd, Phone: 02-8181208, +8801741679798; email:

pd.ugiip3@gmail.com

Ms. Suraia Jabin Gender Specialist Email suraiajabin@gmail.com

Case 31: Northern Areas Reduction of Poverty Initiative (NARI): A Ministry of Labour and Employment and World Bank Project, Rangpur

Over the last few decades Bangladesh has achieved tremendous progress in virtually every sector of human welfare. Yet its northern areas—Gaibandha, Kurigram, Lalmonirhat, Nilphamari, and Rangpur—are amongst the poorest in the country. People living in these areas, especially women, are still constrained by various social norms. Today, nearly 80% of the Ready-Made Garments (RMG) workers in Bangladesh are women. But the number of women from these areas joining the garments sector is much lower than the number of women from other parts of the country. One of the reasons is because they face difficulties migrating. Many of those who try, often fall victim to human trafficking and are forced into prostitution. They also find it hard to manage a reasonably priced housing facility and adapt to the city life. Furthermore, there are reasons to believe that higher rates of child marriage and sexual harassment are linked to the lack of employment opportunities for girls, which heightens the concern.

To help these women break free from their manacles, Northern Areas Reduction of Poverty Initiative (NARI) started as a gender mainstreamed pilot project. By offering information, technical and life-skills training, transitional housing, and other support, this project aimed to provide equal employment opportunities to women as men in the formal job market, make them financially empowered, and help take thoughtful decisions about their future.

What was distinctive about this project was its target of choice from isolated and conservative parts of the country. The second distinctive feature was that this project offered life-skills training that other similar training models did not. And finally, it allowed women to make their own decisions. They did not have to take the jobs provided for them. They could instead go home and start their own business.

Ministry of Labor and Employment served as the coordinating ministry for this project and Bangladesh Export Processing Zones Authority (BEPZA) was the implementation agency.

The project started by raising awareness among the Monga-prone districts of northern Bangladesh and recruiting candidates. Media campaigns were organized to inform the girls and their families about the project and the opportunities it offered. But the families were reluctant to send their girls to cities. Their concerns ranged from human trafficking to the girls getting into love affairs or becoming too independent. However, after extensive consultations, visits from ministers to prove its legitimacy as a government and World Bank project, and accounts from trainees finally convinced the families to send their girls for training. Non-Government Organizations (NGOs) made a significant contribution, however, the locally elected representatives played the central role in recruiting the girls. Next, the selected girls were safely transferred from their homes to the training centers with dormitories located beside the Export Processing Zones (EPZs) in Dhaka, Ishwardi, and Karnaphuli. Later they were given technical and life-skills training to help them get jobs at vetted factories with plausible safety measurements and adapt to the urban lifestyle.

Training began in August, 2016 and the project closed on December 31, 2018, with the final batch completing its training in November. During this period 8030 women were trained in eight batches, of whom 5525 got employed. One of them was Shahera, who graduated from Ishwardi DTC in the third batch. She started off as a Machine Operator, earning 8400 BDT a month. Promoted to Line Supervisor in just two months, she now earns 14000 BDT. She is respected and valued in her family and community in Gangachara, Gaibandha.

Momota is such another champion. Before joining the training, she was eager to get married to ensure financial security. But no one in her small community in Badarganj, Parbatipur wanted to marry her as she was physically disabled. She graduated from Dhaka DTC as a part of the second batch. Currently working in Savar, her financial independence has raised her social status. Now, the roles have reversed—many men want to marry her, but she is focusing primarily on her career.

Like Shahera and Momota, other girls were prepared to adjust to the new life outside villages, open and manage bank accounts, rent and negotiate contracts, and learned about their rights and responsibilities as workers. They also learned about sexual harassment—where and how to report it. Some of these women joined the jobs earmarked for them, while others defied the indicators—they returned home to open their own tailoring business, went back to complete school and pursued better opportunities. Very swiftly these women turned into valuable assets to their families, who formerly used to consider them as burdens. School dropouts have decreased in the poorest villages in northern Bangladesh, as have child marriages. NARI was the very embodiment of women empowerment and opened a new world of endless possibilities.

A lesson we learned is that this project would have benefitted further from having more staff for follow-up. And it should have set up a tracking system to monitor the progress of the women trained and placed in jobs.

For further information, contact:

Mrs. Sabah Moyeen, Senior Social Development Specialist and Task Team Leader, NARI, Phone: (880-2) 5566-7777, E-mail: smoyeen@worldbank.org

Case 32: BRAC Urban Development Programme (UDP) and community policing, Rangpur

BRAC Urban Development Programme (UDP) in Rangpur has a component to coordinate with existing government services and initiatives. When a survey was done of the problems faced by community members, the women mentioned that their husbands stay out late at night gambling and taking drugs, and on the influence of this they then are violent towards their wives. UDP staff working in those communities also felt insecure because of the drugs and gambling. The problem was discussed in various fora including the NGO coordination committees. UDP learned about the presence of

community policing initiatives in the area. UDP staff then approached the Community policing committee members and leaders and asked them if they could take any initiatives to deal with the problems of drugs and gambling. They provided the telephone number of the Community Policing Officer of the Policy Station of the area so that community members could call them and inform them of problems when they happened.



Relations between the community and the community policing committee were gradually strengthened. Some of the members of the UDP community based organization also became members of the community policing committee. The result of the coordination between the two bodies was that the UDP Community organization members became more confident and worked closely with

the community policing committee.

Among the enabling factors was that some of the community policing members were also community organization members; the list of the community policing members was made available and the Press Club Secretary who was the Member Secretary of the Community Policing Committee made the contacts with the UDP Community organization.

Among the constraints that were faced was that the local UDP staff were stopped and asked about their work against drugs and gambling and discouraged from pursuing this. They were threatened by drug sellers and gamblers. Not all of the community policing members were as enthusiastic or active in pursuing the agenda (against drugs and gambling) with some of them feeling vulnerable since they are living and working in the community itself. Gradually the community policing committee has become less active and is not meeting as regularly as before.

The results included the UDP staff being able to work in the community safely. The community organization members gained confidence in themselves. Finally the community organisation along with

the community policing committee was able to take actions to solve cases of child marriage and violence against women.

Lessons learned included that if one can identify the right persons with the necessary potential and get their support then it is easier to develop community support. Another lesson is that if one can find and use influential persons in the community, their influence can be used in favor of women's empowerment. These influential people can be public representatives or other individuals.

For further information, contact:

Salma Azad, BRAC UDP, Rangpur

Email: s.azad@brac.net

Case 33: Urban Development Programme, BRAC, Khulna

In Urban Development Programme BRAC (UDP) Khulna, all activities are carried out by women. At the primary level, primary groups are formed and these groups consist of all women members. They take the decisions about their community development through women's participation. They also develop community action plans on low-cost housing, public toilet, waste management and others infrastructural and socio-economic development needs. This is therefore an exceptional programme where responsibility, decision making and implementation of all activities are done by women members of the community from the very beginning of the program.

Not only are all primary group members women, representatives of these primary groups form the main decision making committee, which is known as the Community Development Organization (CDO). The CDO is mainly women centered. Representatives of the different CDOs form the City Development Forum (CDF). These committee members are therefore also all women. The CDO and CDF members directly and effectively take individuals decision of individuals activities such as housing loan distribution, community action plan implementation (socio-economic and infrastructural), etc. The women leaders are placing a further demand to the elected local government representative to build capacity of for their organization for negotiation of improved services.

BRAC's Urban Development Programme includes several projects, namely, Empower, PROTICUS, Community Fire Prevention (changing attitudes about fire safety in urban slums) and Urban Innovation Challenge (promoting innovations that make our cities sustainable).

EMPOWER stands for Engaging Multi-sectoral Partners for creating Opportunities, improving Wellbeing and Realizing Rights of the Urban Poor. It works with 10,00,000 people; 150 slums; 12 city corporations and 8 municipalities. The programme aims to improve urban governance, make quality, affordable basic services accessible and transform low-income communities by uniting their voices.

Housing insecurity affects women more than men. Housing and land mainly belong to men. UDP, however, developed a programme to provide housing loans to women in low income settlements. A Women's Housing Fund is in the process of being registered as a Cooperative with GoB. Women are

assisted in gaining ownership of the land and then provided the loan. BRAC has transferred the funds to this entity and is now mentoring them to mobilize other funding so that they can sustain activities after BRAC leaves. The Cooperative also services as a platform to give voice to citizens who are slum dwellers. This is being piloted on private land. Women can take loans of up to 200,000/- BDT to be repaid in installments over three years. 11% interest is calculated on a decreasing balance. There is community involvement in the design of low cost housing. New models of low cost housing are being developed with the help of architects.

Mobilizing the community and maintaining community interest were challenges. Another challenge was fulfilling the registration requirements for the Government Cooperatives Department to get registration. There is mistrust among the community about the ultimate ownership of the Fund being created – who will be controlling it, BRAC or the community? Furthermore, in our society women leadership is not accepted by most of the slum dwellers. Women themselves have lack of confidence in providing leadership. The traditional community leader (basically the local government representatives) rarely accept women's leadership. Lack of education and training about different development approaches also pose a constraint.

The enabling factors to make the changes were, active mobilization by BRAC UDP staffs, provision of leadership training, provision of gender training, arranging regular meetings, influencing them to do group savings and democratizing decision-making.

The Boundary Road CDO of Daulatpur Khulna has already established 9 low cost houses in their slum. They maintained all process such as house selection, house assessment, application collection and participatory house construction and site planning as well. The group leaders also took decisions about loan disbursement, loan collection and financial management with proper documentation. Thus they have been very successful in building a sustainable community and city in the urban slum of Bangladesh.

All activities under this programme are implemented in a gender sensitive way. The outcomes of this program includes the fact that more than 400 women members got livelihood support (small business support), 200 students (mostly female) got educational equipment, and 29 Community Action Plans were implemented (repair and construction of roads, dustbins, drains, tub wells, latrines, skill development training, prevention of child marriage, health facilities of reproductive mothers and their child, health camps, social safety nets, urban agriculture, community housing, community information and resource center etc)

For further information, contact:

Abu Muzaffar Mahmud, Regional Coordinator, BRAC-UDP, Khulna, **Cell:** 01708498555, **Email:** abu.mm@brac.net; <http://www.brac.net/udp-empower>

Case 34: Case studies of Female sub-contractors, Potuakhali, Barishal

In Bangladesh we have seen many women work in constructions site. But women are rarely seen to work as a contractor or sub contractor. In Potuakhali three women (Firoza, Sonalaxmi and Farida) are working as subcontractors in LGED project. And they are doing well competing with their male counterparts.

All three came to this occupation from different backgrounds. Sonalaxmi began working as a domestic worker. Then she took on a brick-chipping job. While she was still doing it, she took on a job of insulating the roof. It was a job from LGED. She knew a sub-contractor from whom she got the first job. Back then the daily wage was BDT 40. She hired workers on her own and finished the job. Then she took on and finished many other jobs hiring workers on her own. She continues to do this work. Both Farida and Firoza worked with Sonalaxmi for a long time. One of them worked with Sonalaxmi for 10 years, and the other worked for 8 years. After they had gained experience, they began working on their own.

Firoza used to work in fish cultivation. Then she started chipping bricks. After that, she began working with Sonalaxmi and Farida. As Firoza went to various places with this Sonalaxmi, she became acquainted with many people. Then she began to work as sub-contractor herself. Her husband work with her. He used to operate the machine.

Farida, after first coming to Patuakhali, she started working as daily labor. She used to work with Sonalaxmi and Firoza. Recently she has started working for herself.

According to these three women, the first woman who began doing this work (the mother of the Ansar), is not alive. She has died. She used to get job contracts from Dhaka and Barisal. She taught everyone how to get job contracts.

According to Sonalaxmi, she gave her card to everyone. The contractors have her mobile phone number. The contractors, who give them the work, make arrangements for their accommodation. They provide them accommodation at school. After arriving at the worksite, they first check the place where we are supposed to stay. Then they try to learn about the people in the locality. They talk with the Headmaster and the night guard of the school. Their contractors are also present there.

Farida manages 30/40/60 workers based on the amount of the work to be done. She contacts the workers through mobile phone calls. Earlier, they used contact Sonalaxmi and Firoza to inquire about work. Now, the workers come to their houses to inquire about work.

All of them work in Coastal Towns Environmental Infrastructure Project (CTEIP) project. The work is to do a bitumen carpeting of 8 inch depth for at least 60 kilometers of the road in length and 42 inches in width. They are assigned the responsibility to supervise work at the worksite. He'll get it done. They learned these measurements from the main contractors. Though they did not have any training, they learned by observing. According to them if they had some education, they could have become a

contractor themselves. They can tell how much brick and sand in the roof might be required just by having a look at it. They can tell what machine and how many units of it will be required.

They have to stay with the workers while the work is in progress. They work from 6am, after the morning prayer, and return home during the evening prayer (7.30-8.00pm).

They had to take a small amount of loan to buy machines. They paid off most of it. They worked hard to pay off the loan.

They have to work with both male and female workers. Number of male workers is usually higher. There are not as many female workers. Most of the female workers do brick chipping sitting on the ground; they filter sand and load sand onto baskets using shovels. The male workers carry the materials.

Male and female workers get an equal wage. If the daily wage of a male worker is BDT 500, then you have to pay the same amount to a female workers too. Sometimes the daily wage can be BDT 600. According to them men and women can do an equal amount of work. Many female workers want to carry materials. But they (sub-contractors) do not let them. Some male workers get jealous and complain saying, "If we are paid the same amount, then why wouldn't they carry the loads?" They said that, a male worker wouldn't be able to beat a female worker in chipping bricks. When it comes to filling up the sacks, male and female workers have equal skills. So, why wouldn't they get paid an equal wage?

Many of the sub-contractors (male) do not have any machine. They rent machines from these three women. Earlier, there weren't any sub-contractors in Barguna and Patharghata. Now there are sub contractors there too. They all learned the work from these three women.

The three women desire to be the main contractor. But they can barely sign their own name. They did not go to school. As a result it is possible for people to cheat them.

They did not have to bribe the main contractor to get the job. When there's some work, the contractor tells them about it. He asks how much it might cost. Then they figure out how many laborers and days of work it might take. Once they figure it out, they tell him how much they expect to be paid for the work. They negotiate the with contractor for getting the job. Though all of them have Bank Account, they are paid in cash.

In case of paying to the laborers, they said that if the contract is for BDT1 lakh then the contractor pays 30,000 each day for the first two days. Thus, they can pay the laborers' wages in cash from that. After the last day's work, the contractor pays them BDT 40 thousand. Then they pay the laborers their wages. After that they take whatever remains after paying them – that is their profit from it. No one can delay paying the workers. They have to pay them in cash.

The subcontractors their unions. Sonalaxmi is an executive member of the labor union. She was elected through an election.

According to them they didn't face any problem. They didn't even face any problem when they were younger. No one dared to say anything bad.

They faced certain constraints from society and family. Nowadays it is challenging for them to get a job. There are 15 sub-contractors. That is why there is a lot of competition to get work. They also feel that because they do not know how to write and read, it is possible for them to be cheated. Moreover, they cannot apply for government work directly as they would need a license. Furthermore, they do not have enough capital to invest to a get large project.

For further information contact:

Firoza Begum, Sub-contractor, 01718227091

Sonalaxmi, Sub-contractor, 01742339869

Farida, Sub-contractor, 01784391677

4.2 Good Practice Case Studies: Water and Sanitation

Case 35: Mini Piped Water, UDP, Barishal



The CDO Committee Barishal

project of building a water tank for the local people. An Inception meeting was held in August 2017, followed by a Mobilization meeting where community people and the elected representatives were present along with the SDO. A proposal was sent to the Barishal City Corporation Mayor, Chief Executive Officer (CEO), Chief Engineer and UDP. They approved the proposal and sent it to Dhaka for further approval. A budget of 2044000 BDT was estimated for this project, which was raised jointly—the City Corporation provided 10%, community 30%, and UDP 60%. An MOU was

In recent years, with the decline of water level, water supply has been a serious problem in Barishal. Women and children on average spent 25 minutes standing in a long queue to bring water from the river, needless to say, which isn't safe to drink. Middlemen were taking advantage of this situation and selling water at an outrageously high price. Furthermore, fire safety measures in the area were inadequate—there were no fire hydrants, consequently leaving about 500 families vulnerable to fire hazards. To end this crisis, *Balurmath*, a community development organization, undertook a



Meeting with the Mayor Barishal and the CEO

signed between the City Corporation and UDP. They designed this project together and provided technical support. UDP also specified raw materials for the project, while BRAC followed its own purchase procurement procedures. The City Corporation water unit showed the local people how to clean the tank, which is done every two months, and maintain it properly. Moreover, UDP installed six fire hydrants in the area. Five CDO leaders and two other people were hired to supervise this project. Councilor tackled the middlemen when they tried to get involved and cause hindrance.



The Water Tank

The project started in April 2018 and began implementation from June. Since then 227 families received clean water, which they used for drinking,



The Meter

cleaning and various other

purposes. They paid according to their use on a meter based system. Per unit of water was priced 15 BDT. While the minimum monthly charge was 90 BDT, highest charge per month was 385 BDT. Within the first month, a revenue of 32000 BDT was earned, of which 10000 was paid to the staff, electricity and maintenance cost was 2000 BDT, leaving a total of 20000 BDT savings. Women and children now do not have to wait in line for water and can use that time in other productive activities. Unity among the community members has grown stronger. They have become aware of the importance of clean and safe water. This project has also opened new employment opportunities for them. And the fire hydrants installed increased fire safety in the area.

People from the neighboring areas are also buying water from the project area. And now there are plans of extension of this project to a wider area, for which a further funding of 200000 BDT is required.



Children Collecting Water



Elderly Woman Pouring Water into Her Bucket

For further information, contact:

Md. Abdul Mojid, Regional Coordinator, BRAC, UDP

Email: mojid.a@brac.net

Case 36: Faecal Sludge Management by Practical Action (PA), Dhaka

The intention was to set up a city-wide faecal sludge management system. The pit emptiers would be trained and encouraged to do this as a business. When approached, the Mayor instructed the Ward Councilors to check if septic tanks were being built. It was found that if the mayor and councilors can be convinced then it is easier to do the work. The project tried to create awareness among masons, contractors and even religious leaders. Women from the community would supervise the cleaning of the septic tanks. Local NGOs were involved in educating local children through schools. It was found that it is easier to make parents aware by going through the children to reach messages about health and hygiene.

Two cooperatives set established for the pit emptiers, one Muslim and one with *Harijans*. It was found that the Muslims set up the cooperatives more easily and were able to run it as a business. Practical Action (PA) encouraged women to be part of the Cooperative committees. The Muslim committee has managed to collect savings of 20 lakhs in one year which they are using to give household loans. They are also planning to buy a vacutex machine with their savings. In the *Harijan* group the women are planning to use their savings to buy pigs. One of the constraints faced was that the first plant was near a minister's house who objected. Then PA was able to lease 3 acres of land in a different location. The main lesson learned was the importance of involving all members of the community from Mayor, councilors and local leaders. The project therefore instituted monthly coordination meetings. UglIP is now taking the model to four municipalities and PA to eight more. This is only being done in category A municipalities.

For further information, contact:

Makfie Farah, Specialist-Advocacy, Practical Action

Email: makfie.farah@practicalaction.org.bd

Case 37: Construction of first Women and Disabled friendly Public Toilet in Dhaka City-Role of Local Government, Dhaka

Dhaka the capital has about 15 million people. In addition every day around 5 million people come here to work and most of them return home at the end of the day. Apart from that a huge number of floating people are living at bus terminals, launch terminals, market places and footpaths to earn their

livelihoods. There are 69 public toilets where 47 are functional for those people along with the people who are living as floating. It may be mentioned that 25 of 47 toilets are under Dhaka North City Corporation (DNCC). But, unfortunately, these are not women and disabled friendly due to weak management of lease system and limitations of construction. Moreover, water supply is sometimes inadequate. Such situation increases the environmental health risks of the city. Considering all these problems, DSK and Water Aid Bangladesh have been advocating with Dhaka North City Corporation for long time for construction/reconstruction of public toilets as well as for proper management and maintenance. An MoU was signed between Water Aid Bangladesh and Dhaka North City Corporation on 11 June, 2013. Based on this MoU, DNCC has given their consent to Water Aid Bangladesh to construct public Toilets (one is in the Gabtali Bus terminal Waiting room and other two are beside Prantic Super Market) by its partner organization DSK.



Entrance and the condition of the waiting room inside the bus terminal

The main objective of this project is to provide public facility and prevent environmental health hazards through improved and proper management of public toilets considering the demand of fast increasing population of Dhaka city. With this objective the construction of a public toilet with modern facilities started on 4 November 2013 in the waiting room of Gabtali Bus Terminal. Initially, a management committee of nine members and a construction committee of four members was formed with representatives from DNCC, Water Aid, Bus owners association, truck owners association, Labour federation and DSK.



Present Entrance of the Public Toilet

Urinal system of the Public Toilet



Present normal chamber, High Commode chamber and Hand washing station

All work on the public toilet construction was done through these committees. In this public toilet there are three chambers, four urinals, one bathing place and two hand-washing basins for men and one chamber for disabled men. For women there are three chambers (one including bathing facilities), two hand-washing basins and one chamber for disabled women. It can be noted that entrances of the toilet are separate for men and women. In addition to those facilities, luggage locker systems are available for toilet users. It is worth mentioning that a submersible pump is installed in the toilet supported by DWASA. Therefore, a safe drinking water station for the travelers and running water facilities in the toilet are ensured through this pump. There are separate sitting arrangements for the two caretakers of the toilets. Electricity facilities are available and in case of power failure solar panel systems are there to facilitate the electricity failure solutions.

In order to ensuring cleanness nine cleaners are always engaged and a professional cleaning service provider will be responsible for this activities. Janata Bank will pay this cost for three years from their CSR activities. Proper sanitation system in Dhaka city especially in Gabtali Bus terminal area has been ensured by building this women and disabled friendly toilet with modern facilities. It's encouraging to know that DNCC has acknowledged this toilet as a Model. This toilet has increased the capability of Local Government as well as accountability of authorities. It shows that a policy can be changed through proper advocacy and building strong relationship with Local Government and this public Toilet at Gabtali Bus Terminal is the result.

For further information, contact:

Fatema Akter, Secretary, NDBUS
Email: ndbusdhaka@gmail.com

Sanjida Jahan Ashrafi, Senior Advocay Officer, DSK
Email: sanjida@dskbangladesh.org

Case 38: Creating Women's Leadership in CBOs (WATSAN), Dhaka

This is the story of Korail Central CBO Committee Chairperson, Selina Akhter's role in the environmental improvement of the largest slum Korail in Bangladesh

Korail is one of the biggest slums in Dhaka city. This slum was developed in 1978. Many low-income people are living in this slum. People come to Dhaka in search of livelihood. Eventually, some of them get jobs in garment factories, some become domestic workers and the rest takes up various other professions. Many of them end up in this slum for accommodation. This slum, which is adjacent to the elite area, seems like a separate suburb. The residents' living standard, food habit, houses, medical treatment, education, needs and demands, happiness and sorrows, and child raising is totally different from how it is in the adjacent high rise buildings.

The people of Korail Slum struggle for a livelihood from morning till evening. But their struggle does not end there; they constantly live under an agonizing fear of eviction at any moment. The government's plan is to implement various projects including the IT Village in Korail. But the plan doesn't include anything about what will happen to the 20 thousand families living here. News publishes in different periods on various newspapers reporting the involvement of Korail slum dwellers in crime and terrorism. However, the news doesn't mention the number of people involved in such activities. No news mentions the godfathers who order those few people to carry out such activities. And there is no mention of the majority of slum dwellers who live from day to day.

I am Selina Akhter. I came to Dhaka with my husband, Rezaul Karim. We stayed at an acquaintance's house in Mohakhali's Sattala slum. The room in which we stayed had bamboo walls with holes here and there. The latrine was dirty and there was a water crisis all the time. I had to wash dishes with the water that I had already used for washing rice. The crisis of water was intolerable. I would often feel restless. My husband, Rezaul Karim, took a job in a garment factory for a monthly salary of taka 1000. The rent of the room was taka 300. We were living under harrowing difficulty. I had some sewing skills. After a few days, I took a job in a garment factory in Mohakhali for a monthly salary of taka 300. We were somehow getting by with the bare minimum. But earning the bare minimum was difficult too. I used to cook a kilogram of rice so my husband could have three square meals with rice; while I would eat the rice water twice a day to meet my hunger.

Ankurun Nessa, a girl from the house next door, took me to the Proshika Samiti. After joining the cooperative, I met people from different classes of society. I attended various seminars.

I had two female friends. We decided to take the SSC exam together. My husband also agreed to it and he supported me. There was no environment for study in the slum. Despite those barriers, I eventually took the exam in 1994 and failed. But I did not give up. I started to study again and passed the exam in the second division in 1995.

In 1994, against what everyone suggested, I decided to live in the Korail slum and built a house there. In 1995, I went back to my hometown in Mymensingh to study and prepare for the exam. As I came back

to the slum, I found that others had built houses blocking the road to my house. After I had protested against it, a local political leader came and threatened me. You see, the Korail slum was the hangout of terrorist, extortionists, drug addicts, and mobsters back then. People were murdered there for no reason at all. Girls were harassed. It was terrifying for us at all time. At this time, I had lost my job. As I had no other option at hand, I began giving tuition. Proshika (NGO) workers would carry out Human Consciousness Awakening Programs in Korail. Khalek Chacha (uncle) was a Korail slum dweller who used to assist the Proshika workers. One day, the terrorists hacked him almost to death. His crime was that he tried to develop awareness among people. The terrorists feared that if the people had grown aware, they would not have any place in the slum.

After that, I decided to make Korail dwellers aware of injustice, oppression, and terrorism. I decided that I would drive away the terrorists from the slum. I quit giving tuition and took a job in Shapla Garments Factory again.

Upon coming back from the factory, I would go to others' houses. I could not accept the ongoing injustice, oppression, and violence against women all around. I kept dreaming that one day everyone living in Korail Slum would get water, electricity, gas and that people here would live safely. Terrorists would not dare coming back to Korail.

I began working for the Proshika Samity (association). Along with that, I began running some education programs organized by Proshika. Working hard day and night in Korail, I managed 2700 dwellers, who were previously members of about 110 associations, to join the cooperative. Then I encouraged them to protest against immorality and illegal activities.

Initially, I received abduction and murder threats. Despite all those threats, I organized a broom procession in the locality against them (terrorists). After that, a good number of people started to support me but secretly. In the flood of 1998, I earned people's trust by collecting various public and private supports and distributing them among the people properly. At the end of the year, we received a threat about slum eviction. Consequently, with the support from the Chairman of Proshika and the leaders of the leftist political party, I organized a huge rally in the area protesting the eviction of slum dwellers. It was declared and demanded in the rally that eviction would not be allowed unless the slum dwellers are rehabilitated.

DSK started its operations in Korail slum in 2004. Since then, I have been associated with DSK's programs. At that time, some dishonest businessmen used to sell water at high prices. The poor residents of Korail had to buy water from them at a high price. While WASA charged taka 6 for 1000 liters of water, those businessmen would charge taka 2 for 20 liters of water. However, WASA was not receiving the money; in other words, WASA was being deprived of its revenue.

With DSK's association, I had been negotiating with Dhaka WASA Head Office (Engineering Department, Revenue Division, Managing Director) and Dhaka WASA Mods Zone 5 for a long time. As a result, WASA agreed to supply water to Korail slum. Accordingly, the WASA Department of Engineering has completed the process of establishing a service line with water pumps at a cost of Taka one crore through the project undertaken by ADB.

When installing the pump, I received many threats from terrorists. But I finished doing it ignoring all the threats and fears. I have direct contact with all the non-government organizations working in Korail. Almost all programs are implemented under my leadership. I play the forerunner's role in bringing services to the slum dwellers by contacting different service providers. The CBO committee resolves various problems of slum dwellers every day. Currently, CBO has Taka 25 lacs in its bank account. Moreover, a Resource Center has been built in Korail slum under the leadership of CBO. Alongside this, I passed BA in 2012.

"Once, I could not even talk to people properly. But I learned a lot from different types of training and exposure visits organized by the DSK. Currently, I am capable of negotiating the demands of the locality in various meetings and assemblies."

In the presence of the representatives of Dhaka WASA and City Corporation, the election of the Central CBO Committee was held on February 22, 2013. I was elected the president of the committee in that election. So far, I have been working efficiently.

After being elected as the President, I managed to legally obtain 994 water supply lines directly from Dhaka WASA. 494 of these connections were obtained through the help of DSK, and 500 water supply connections were obtained due to the initiative of the CBO Committee. With the initiative of CBO, two bill collectors were recruited to collect bill regularly. Bill payment rate is 95%. Besides, I regularly contact various service providers including Dhaka City Corporation, Dhaka WASA, and Police Department.

All political and social problems in Korail are resolved under my leadership. At present, Korail doesn't have as many terrorists, mobsters, or extortionists as it had in the past. Dhaka WASA has already announced Korail as a model slum.

For further information, contact:

Selina Akhter, Korail Central CBO Committee Chairperson, mailing address: c/o Rezaul Karim, Unit 1, Korail Slum, Banani, Dhaka. Email Address: ndbus.dhaka@gmail.com

4.3 Good Practice Case Studies: Urban Health

Case 39: BCC-UNICEF Urban Programme: Basic Services for the Children of Barisal, Barishal

Malnutrition has long been a serious problem among the adolescents of Bangladesh. The issue is prevalent in both adolescent boys and girls. However, a survey found that due to iron deficiency caused by menstruation, adolescent girls in particular were more vulnerable to malnutrition than boys of their same age. In response, a school-based programme was organized in four different secondary schools. These schools were selected based on the greater number of enrolled students. The purpose of this programme was to create awareness among adolescent boys and girls, their parents and teachers about malnutrition—its adverse effects and how to reduce them.

At the planning stage, headmasters of the selected schools held a meeting with the Barisal City Corporation (BCC) to discuss the type of events that can be arranged for this programme. The City Corporation Chief Executive Officer (CEO) and Chief Health Officer (CHO) were involved in and are implementing this project. PowerPoint presentations were given in the schools, showing adolescents the causes and effects of nutrient deficiency and how they could change their nutritional habits. They also participated in art and debate competitions that were organized. In partnership with the programme team, an Adolescent Radio Listener Club and the school brigade spread awareness via radio. Children were provided medical treatment in Sher-e-Bangla Medical College (SBMC) and consultation was given to the parents. A cumulative budget of 36000 BDT was shared by the schools and UNICEF for this programme. A part of the Child Friendly City Initiative (CFCI), this pilot programme is active in 10 Wards and works with 200 councilors and 20 child councilors, who will maintain further expenses.

The programme showed fairly positive impacts. It raised awareness among nearly 3500 adolescents, who found the programme interesting and vowed to change their nutritional habits. Girls understood the need for iron rich food during menstruation period. This programme promoted the value of nutrient education in schools. It also increased public interest in tree plantation. Furthermore, a friendlier relationship between the teachers and the students was established through their engagement in the programme.

From this case study we learned that when teachers and students are both involved in a project, it has a greater impact than that of either party alone.

Nevertheless, up-scaling of this programme remains a challenge. Another weakness was that it did not consult the Women and Children's Committee of the City Corporation.

For further information, contact:

Nasrin Nahar, Barishal City Corporation
Email: nasrin.nahar800@gmail.com

Case 40: Breaking The Shame: Toward effective SRHR education for adolescents in Bangladesh, Dhaka

The James P Grant School of Public Health of BRAC University carried out a research to investigate how sexual cultures are shaped among different groups of adolescents by probing different meanings of 'shame' for boys and girls. Adolescent sexual and reproductive health rights (SRHR) education in Bangladesh raises concern about the actual effect of their efforts. In spite of having several topics on sexuality in educational curriculum, adolescents are little aware of practical issues and experience emotional difficulties in handling intimate relationships. Teachers also face some challenges and barriers when teaching on SRHR issues. Therefore, the research programme looked to break the shame and silences around adolescent sexuality, in order to better understand their needs and to increase their relational competence. 'Breaking the Shame' research project critically reflects on theoretical concepts dominant in sexual education programmes by confronting them with data gathered qualitatively, and partly checked quantitatively, on the lived reality of young people, their needs, experiences and wishes in the sexual and relational domain.

The Institutes which run comprehensive sexual education programmes for young people needed more insight in young people's varied understandings of sexuality and better tools to both elicit such understandings as well as to improve young people's interactional competence in issues concerning sexuality, including sexual harassment, early marriage, divergent sexualities, rights and health. Besides these, a theoretical reflection was needed on identifying programmatic aims of SRHR education in the cultural context of Bangladesh where youngster's realities are heavily influenced by religious or other cultural norms and in social relations with peers, parents, and teachers, besides potential partners.

The research showed that adolescents respond better to learning methods that are reliable (like friends, parents, siblings, cousins, sister-in-laws), but also ensures anonymity. Technology-centric educational materials through web-based platforms and videos (i.e., YouTube) are good options to allow adolescents to bypass gatekeepers, and learn facts and information from a legitimate educational site.

The project, which ran from September 2015 to August 2018, endeavoured to examine the theoretical concepts behind sexual education programmes and compare them with data gathered qualitatively and checked partly through quantitative analysis. It tried to understand the needs, gaps and experiences of young people regarding sexuality and relationships. It tested different tools of elicitation to develop a comprehensive understanding of young peoples' views on sexual issues. Simultaneously it aimed to identify factors and barriers to building competence. Moreover, the project had the aim to go beyond knowledge acquisition, by developing and testing new and/or refined tools of competence building.

The process was initiated through a Kick-off workshop which was a three days long brainstorming workshop with all the partners of the Breaking the Shame project. There was also a Partners' meeting where Unite for Body Rights (UBR) and BRAC's gender justice and diversity programme met at James P Grant School of Public Health (JPGSPH) to discuss their ongoing activities. A review of current sexual

health and reproductive rights (SRHR) adolescent education materials in Bangladesh was undertaken. A day-long seminar was held at Jahangirnagar University on sexuality in the context of Bangladesh. Breaking the Shame team underwent a day-long training for members on how to perform qualitative studies, specifically on data collection, coding, and Atlas.ti entry. A stakeholder mapping exercise was carried out where stakeholders were interviewed in the form of KIIs and focus group discussions were held to learn about current and past SRHR adolescent education tools. Field visits were conducted to observe SRHR education sessions.

Some of the barriers/constraints faced in making the changes were fear of parents reacting, especially for group 2 (Needs Assessment); teachers were doubtful (Initial segment of the project). Additionally, they were fearful of a backlash from parents.

The enabling factor to making the changes was that the existing pool of respondents (UBR, BRAC ADP) made it easy to get study sample.

The distinctive aspect of the project's approach to the problem was that the needs assessment prioritized the needs of the working sample, i.e. the students. This allowed the involvement of both researchers and respondents in tool development and design.

First of all, the tools were implemented separately among adolescent's girls and boys taking into consideration their shyness. The adolescents had access to the adolescent's club, classroom setting, mobile phone, couple of website, etc. As a result, knowledge on some topics has increased e.g. masturbation, white discharge, marital rape, etc.

Initially there were certain confusion on certain topics, such as when to retract a condom. Post intervention, students were able to clear up most of their knowledge gaps. Both urban and rural students showed a better understanding post intervention; improvement was close to 20 % points.

Among the lessons learnt, it was found that there is no association with answers given in the survey and the presence of an observer. This matches qualitative findings; students prefer to learn sensitive SRHR material, in this case an SRHR skill, independent of an observer. Visual media is an effective way to disseminate SRHR information.

For further information, contact:

Farhana Alam Bhuiyan, Research Coordinator, James P Grant School of Public Health, BRAC University
Email: farhana.alam@bracu.ac.bd,

Case 41: Women's Sexual and Reproductive Health and Rights, VERC, Sylhet

Women's bathing chamber is a new concept and bathing is considered a crucial part of adolescent and mother's health. Pre-survey findings show that women face health related problems during

menstruation period. They face harassment during bathing in ponds and bathing in pond water is not hygienic.

The initial step of the intervention involves the identification of a cluster of seven families. An agreement is signed between the community and project on the use of the bathing chamber. Clearance is obtained from the land owner. 10% community contribution is sought for construction and use of bathing chamber. The chamber provide the bathing facilities as well as hygiene materials cleaning facilities (incl. menstruation pit). The project provides training to male and female members of the families.

Among the challenges is the problem of collecting community contributions as they want free services. People were reluctant to use the chamber initially because they were not aware of how to use the hygiene pit.

Male members usually buy the hygiene materials. As an outcome of the project, females are getting facilities for proper bathing and maintaining hygiene during menstrual period. Female members are not harassed while bathing.

For further information, contact:

Abul Khair, Project Manager, VERC, Email address: akmrashed@gmail.com

5: Gender Mainstreaming in skills, vocational education and tertiary education sector

5.1 Good Practice Case Studies: Entrepreneurship

Case 42: Woman Entrepreneur – Sylhet Women’s Chamber of Commerce, Sylhet

It is not easy for a woman to be a successful entrepreneur in a world dominated by men. Sharnalata Roy, President of Sylhet Women Chamber of Commerce, is an exception and a example of a successful women entrepreneur. Her struggle for being an entrepreneur is an inspiration to other women. Swornolata Roy not only established herself as a successful entrepreneur but also created a platform for other women to be an entrepreneur. She also provides job for disadvantaged women (women of different ethnic groups).

Sharnalata Roy established herself as a successful entrepreneur despite barriers from her in-laws’ family as she belonged to a traditional Sylheti Hindu family. Her in-laws’ family believed that business is not for women and they do not allow their daughters to work outside the home.

Sharnalata’s natal home is in Habiganj district of Sylhet division. But she grew up in Dhaka. She went to Motijheel Ideal School and then Badrunnessa College. She grew up in a family of service holders. Her father worked at the revenue office and mother was the assistant headmaster of a school. She got married when she was in 11th grade and moved to her in-law’s house in Sylhet. Her in-laws are a renowned but traditional and conservative business family. Her husband was involved in import-export business upon completing his graduation. Education was not that important in her in-law’s family. They did not like to continue her college after marriage. All the wives in this family were housewives. They often said, “You have got married; what is the point of continuing your study now?” But Sharnalata’s dream was to be a doctor.

Though her daughter was born when she was in 12th grade, she passed the admission test at Dhaka University and got the chance to pursue Honours in Botany. But her in-laws did not allow her to continue study staying in Dhaka. She was admitted to Sylhet Women's College and completed graduation. She received her Master's Degree from MC College.

Sharnalata always wanted to do something, so she secretly submitted her bio-data to different organizations while she was pursuing Masters. She got a job at a kindergarten school. She went to drop her daughter to school and after dropping her daughter at school, she would go to teach. One day, her in-laws learnt about it. Then everyone said, “It is a dishonor to our family that you are doing this job. What would people say about this?” She had to quit the job. After passing the Masters, she got a job at Rupali Bank. She began doing the job. But her husband did not want her to do a job in Bank as it was a matter of his social status. His friends told him ‘how much does his wife get by doing this job? Why don’t you give her the same amount instead?’

She became very upset after she had to quit the job at the bank. She was taken to a psychiatrist who advised to keep her employed. Meantime she went to visit her uncle and cousins who lived in Dubai. After going there, her uncle advised her to do a course on dermatology. Then she took the course and completed it. After coming back, she applied her knowledge. She started offering her services to the mothers of her daughter's friends. She provided them with skin care therapy. Thus she started her business.

In 2004, being encouraged by her clients, she rented a shop and established a parlour and a boutique. At that time, there was only one parlour in Sylhet city. But its standard was not good. She started working with two staff members. Within 6 months, she needed more space for her parlour. By 2006, she had to open another branch, because one parlour was not enough to accommodate all her clients. At that time in Sylhet city, there were very few female businesspersons like her. She also started to run a training center, where she provided skin care training. The training curriculum was built in such a way that the trainees would be able to go overseas for work upon completing the training. Most of the parlour workers in Sylhet have received the training from her and are doing business independently now.

Currently, 50 girls from ethnic groups work with her. Nobody wants to rent out space for these girls to stay. She contacted one of her clients and requested her to rent out her apartment. That is how she managed accommodation for 23 of her staff members. She helped the married staff members' husbands to get jobs in different organizations. The married couples live in separate houses. She provides leadership training to her staff every Saturday and evaluates their performance on a weekly basis.

Sharnalata's husband did not give her any financial help to run his business. She had saved some money when she had her job. Later, she took a bank loan. She had to apply for the loan in her husband's name. But she paid off the loan. When she started this business, she did not even know that one needs to get a trade license to do business. She learned about it when she went to open a bank account. Her husband helped her in getting the trade license.

In 2007, Sharnalata was invited by an NGO as a woman entrepreneur. She went there with her husband. The NGO suggested that she establish an organization of women entrepreneurs after which she built the organization named "Aya".

In 2008, Nasrin Awal asked her to be the Sylhet Division Vice President of her organization "Women Enterprise Association of Bangladesh" (WEAB). While she was working with them, she became interested in building her own organization. In the meantime, she became a member of the Sylhet Chamber of Commerce. As she went there, she found out that even though many women were members of it on paper, none of them were active. Women were not encouraged or invited to attend any meeting of the chamber. She had to learn of the meetings in the news and go to attend those meetings. But no one would offer her a chair to sit on. No one approved of her work.

In 2009, she built an organization called the Women Business Forum. After that, she built the Sylhet Women Chamber of Commerce with the members of the Women Business Forum. From the very beginning, the Sylhet Women Chamber of Commerce has been providing training to women at the

grassroots level in order to make them self-reliant. Upon completing the training, they suggest trainees starting a business immediately. She helps the female members of her forum in getting loans for their businesses. The Chairman of Pubali Bank helped in sanctioning loans to 100 members of her forum in a day. On that day, everyone in Sylhet city realized how strong her forum was.

She has established networks with different organizations. She went to Dhaka and located the offices of FBCI, SME Foundation, Joint Stock by herself. She is a member of the General Body of the SME Foundation. To promote marketing, she has met the Chief Minister of Meghalaya through the Indian Chamber of Commerce. She had also met the Chief Minister and Minister of Agriculture of Manipuri state.

Family barriers were one of the biggest constraints for Sharnalata in becoming an entrepreneur. She also had to face many problems doing this business. The people of the area did not allow her to put up any picture in front of her parlour. While she was providing the training for young women she faced problem of a safe secure place to host them. Nobody wanted to rent a home for young women. While she was organising Sylhet Women Chamber of Commerce with the members of the Women Business Forum, it was not easy for her as Sylhet Chamber of Commerce did not like it. Nobody gave her any support either. Till date, though the Sylhet Women Chamber of Commerce supposedly has 75 members. have trade licenses or TINs.

Support from her parents encouraged her to develop herself as entrepreneur. Also some organizations and NGOs help her.

Sharnalata received the Best Businessperson Award in 2010. She is a member of FBCCI.

Recently she has started on a project on CNG auto-rickshaw with BRTA. Sylhet is a conservative area where a woman working outside of her house is not approved of. But the situation has changed a lot now. Women are working outside their houses. A few girls ride bicycles to go to different places. Some women are driving private cars too. But public transport is not yet suitable for women. Some times CNG auto-rickshaw drivers do not want to take female passengers because the male passengers do not want to get in when there are female passengers sitting in the auto-rickshaw. So she decided to train women as CNG Auto Rickshaw Driver. There were two benefits to it. Firstly, it would reduce the suffering of female passengers and secondly it would create a way for women to generate income.

From the very beginning, the Women Chamber of Commerce in Sylhet has been providing training to women at the grassroots level in order to make them self-dependent. This time they took on the project of driving training for women. Bangladesh Road Transport Authority (BRTA) is supposed to provide training and licenses. An agreement was made with BRTA that it would provide driving licenses after completing the training. This project is funded by Bangladesh Road Transport Corporation.

60 women applied for this training course. From there, 20 poor women were selected for the first batch. A trainee gets an allowance for travel and lunch during the training period. In this training project, women are given training on driving Light Vehicles. After finishing the training, trainees interested in driving CNG auto rickshaw will be helped to get a loan from financial institutions. Sylhet Women

Chamber of Commerce will be the guarantor for women who might apply for the loan. Also, if someone is interested in driving a private car, they will be helped with employment. Some women have already got employed. They can start doing their job as soon as they get their licenses. Some women have expressed their interest in renting CNG auto rickshaws for driving. They will be assisted in renting CNG auto-rickshaws. If this batch of trainees become successful, they will train more women so that they can be self-dependent.

For further information, contact:

Sharnalata Roy, President, Women Chamber of Commerce, Sylhet, email: roy.sharna@yahoo.com, swwcci@gmail.com

Case 43: Living Blue: A social enterprise of CARE, Dhaka



Living Blue (Pvt.) Ltd. is a social business initiative owned by craft artisans and indigo farmers of Northern Bangladesh based in Rangpur, Lalmonirhat, Nilphamari, Dinajpur, and Gaibandha districts. It is a community led initiative by CARE Bangladesh that is about fair trade where the artisans not only get a fair wage and democratically manage and run their own businesses, but also have total control over profits. The surplus generated by these various social enterprises contribute to the general well-being of local communities and help to create sustainable social, cultural and economic life.

Living Blue produces true Bengal indigo dye from indigo plants cultivated by its farmers, and natural indigo dyed high quality, hand-made products, made by artisans in Bangladesh, based on optimum technical recall, meant for high end markets.

What sets Living Blue apart, besides its high craftsmanship, is the governance structure. Since the company was born out of a governance project as a result of the organic demands of its people, most of the management and decision making also lies with the people. Living Blue is co-owned by CARE Social Ventures and Nijera Cottage and Village Industries, which is the umbrella organization that oversees all the artisans, dyers and farmers we work with. 93% of Living Blue's artisanal workforce is women.

Living Blue started off as a governance project of CARE Bangladesh, in the northern part of Bangladesh, in 2005. Built around the idea of empowering and training women and men as natural leaders, so they can work together with the government to solve local issues.

Soon after, in 2006, there was an organic demand from the communities. The people in the villages wanted work. The Northern region of Bangladesh is a largely agrarian society with few other means of generating income. In response to the demand, Nijera Cottage and Village Industries was formed, the umbrella organization of Living Blue.

For problem identification, a study was conducted among the extreme poor and non-extreme poor households, identified two types of households; male headed and female headed. From the study, it was found that 42% of male headed households are extreme poverty affected, and 44% of female headed households are extreme poverty affected. The finding was that all these households need a supplemental income source that keeps the cash flowing even during the lean periods especially engagement of women could be an effective way to graduate from the extreme poverty situation.

In response to the demand of work, communities were surveyed among the households to identify the underutilized skills that could be diversified and made commercially viable. It was found that women who rarely have active contribution in the families' income inherit the skill of quilting or 'nakshi kantha' for generations.

Nijera Cottage and Village Industries, the legacy organization of Living Blue, was formed with a unique ownership model. It is owned by the artisans and indigo farmers who are the shareholders. Six communities of artisans were selected as clusters, each cluster has a director who represents the cluster in board meetings, who control and coordinate the activities within respective clusters. These directors are women natural leaders. A board of seven members was formed to facilitate good governance practice within the organization headed by a chairman and a managing director. Six out of these seven members of board are women who protect the artisans from being exploited at any sphere.

Out of 240 artisans 40 women are based at Living Blue's atelier in Rangpur who are employed as full-timer, rest are home-based workers based in clusters in other districts who work for Living Blue alongside their daily chores.



In terms of the steps of the intervention, at first, Indigo crops were identified and revived in the region, and the local artisans hone their skills in quilting, or kantha stitching. In addition, the workers developed the ability to use the Japanese art of resist stitching, or shibori. Living Blue places an emphasis on craftsmanship and strives to continuously improve and develop its techniques.

Pre-production steps like fabric cutting, dyeing, and shibori is done by the artisan in Living Blue atelier. Artisans in the

clusters do the quilting work, then send back to atelier for post-production which is coordinated by respective cluster directors.

CARE and its peer organizations initiated the market linkage that gave Living Blue access to French and Canadian markets. As part of brand promotion, Living Blue started participating in international retail fairs and fashion events with funding support from CARE, e.g. – Dastkar in Delhi, Green Showroom in Berlin, Maison D’Exceptions in Paris, NY Now in New York, International Folk Art Market in Santa Fe, etc, which eventually created access for Living Blue in the markets of Germany, USA, Australia, Japan, India, etc. Living Blue now has the experience of working with Ibu Movements – USA, Maiwa Handprints – Canada, Calico – Japan, Galeries Lafayette – France, LOEWE – Spain, etc. Living Blue’s product line-up goes through continuous research and development so that it can keep pace with changing demands in the fashion industry. This is why Living Blue hosts a platform for local and international designers to collaborate with Living Blue and come up with new products or new designs that meets the contemporary demand.

Being rural communities, women were mostly confined within boundaries of the households. Primary challenge was to bring women out of their houses to participate in income generation through the project. Conservative households refrained women from earning, even some willing male members could not allow women to work being afraid of bullying by the neighbors. To overcome the challenge, awareness building campaigns were conducted in the communities. Courtyard counseling session with the communities helped them understand the importance of involving women in income generating activities. Counseling families and communities enabled a supporting environment for the women to get involved in income generating activities.

The women started to gain importance in their families by their active financial contribution, they now have their right to make decisions in their families in making investments, purchasing properties, educating their children, and so on.

Women working for Living Blue gained strength and established themselves as role models in their communities. Seeing them more women get inspired to work and contribute to the family financially.

Sona Rani Roy – One of the Champions of Living Blue

Master Artisan Sona Rani Roy lives in Chiribondor of Dinajpur district of greater Rangpur. Dinajpur has



been historically ruled by the Pal and Sen Dynasties of Bengal. The district is a famous lush green agriculture zone where the country's best quality aromatic rice is grown. It also houses a thousand year old terra-cotta temple named Kantajir Mandir and the second largest Buddhist temple to the south of Himalayas is also found in Dinajpur. This district is a significant archeological site of south Asia.

Sona Rani Roy comes from a farmers' family, who are also traditionally skilled in quilting. Like any rural woman in Bangladesh, she also learned the technique from her mother, who in turn learned from her mother. Quilting is a skill that has been handed down by generations for hundreds of years.

This Master Artisan lives with her family. Her's is a classic joint family, where her son lives with his family, so does Sona Rani's in-laws. The adult men are farmers, while the women of the family work as farmers during the harvesting period and as quilter for the rest of the year.

Besides taking lion's share of the domestic chores, women like Sona Rani are multi-taskers and efficient. She usually takes five to six months to complete one piece of 'white on white (WoW)' quilt. These quilts, work of master artisans, pride of Living Blue, are work of art. A typical (230cm x 180cm) WoW quilt would be patiently weaved in delicate patterns running over about 11 kilometers of white thread. The quilts depict intricate quilting of tradition and life.

Sona Rani Roy happens to be a Director in the NCVI board, parent company of the brand Living Blue, representing the quilters of from Dinajpur district. She travelled to USA in 2014 to represent Living Blue in International Folk Art Market in Santa Fe, New Mexico. One of her works, the 'peacock' white quilt, made it's place among top 26 finalists in LOEWE Craft Prize out of 3,951 art submissions across the globe back in 2016. In November 2018, Sona Rani got invited by Michelle Nunn,



CEO and Global President of CARE, to participate in the CARE Impact Award in New York.

Living Blue now generates around USD 136,000 of revenue; 38% of the revenue goes back to the community as salaries and wages, 42% of revenue is spent in purchasing fabrics and other raw materials that benefits small weavers, and rest of the revenue is used for company operations.

An important lesson from Living Blue is, collective effort in entrepreneurship can make a giant leap, and can be more sustainable than individual entrepreneurship efforts.

Guidance is an important factor for any business, skills without proper guidance ends in failure.

For further information, contact:

Mishael Aziz Ahmad, Manager – Living Blue, MishaelAziz.Ahmad@care.org

Photo credits: Mishael Aziz Ahmad and Paul David Barickder

Case 44: Jahanara Cottage Industries, Cumilla

Jahanara Cottage Industries is a rural based handicraft organization, which was founded by Jahanara Begum in the year 1954 at Cumilla district of Bangladesh. Jahanara Begum is one of the pioneers of women's entrepreneurs. She worked with local indigenous artisans to market their products both locally and abroad. Jahanara Cottage Industry generally works with rural poor women and involved them with income-generating activities, particularly in the informal sector, thus benefitting them economically. This organization is the oldest in Bangladesh, having identified the needs of the grassroots beneficiaries.

Jahanara Cottage Industry organizes training for rural women on handicraft products made from locally available raw materials. The training programs are based on integrated approach, ensuring the status of the socially deprived people in the society. They also started a project on 'House Keeping Training' for women.

Through this organization women are getting involved with home based income generating activities. Through the training they are also becoming skilled workers. In Bangladesh 87% of labor force works in informal sector and 50% of whom are women. Jahanara Cottage engages those women who worked in informal sector.

In the case of procuring products they first assessed what type of training is needed to increase the efficiency of women workers. Then they arranged 1-3 months training for them. Moreover, trainings are also arranged regarding the techniques of marketing of products. Jahanara Female Adult School and Handicrafts Training Center (JFAHTC) provides assistance with regard to advertising and marketing of products. House-keeping trainings are given those women who are interested to work as housemaid, both inside and outside of the country. Trainings are provided in the following areas: housekeeping, ironing clothes, freezing food, receiving guests, operating washing machines, etc. Moreover, they not

help the trainees for getting housemaid jobs, but also monitor their work as housemaid. They help them to contact with the recruiting agencies.

Jahanara Cottage Industry faced many barriers to working with rural women. First of all when they started involving rural women in income generating activity and organize training for women, the community did not accept it as society generally does not allow women to work outside home. So they had to undertake door to door sensitization. When they work with housemaids, sometime it was difficult for them to ensure their security as some employers do not allow them to monitor properly.

For further information, contact:

Khairul Basher Shipon, Executive Director, Jahanara Cottage, Cumilla, Email:
khairusshalehin89@gmail.com

Case 45: Policy For Establishment And Management Of Daycare Centres, SME Foundation, Dhaka

Women's active participation in economic activities is essential for empowering women. Women can fully participate when they keep their children in a safe place where someone can take care of their children. SME Foundation provides various training relating to day care centre business. Moreover, SME foundation assists in formulating policies regarding day care centre business.

SME Foundation provides strategic direction for promoting competitive and responsible SME women's entrepreneurship and embedding gender equality in all areas of works, thus creating gender sensitive business environment and accelerating economic growth in Bangladesh. To create favorable environment for women entrepreneurs and bring them in the mainstream of development process, SME foundation is very keen to build capacity in the form of skill development for SME entrepreneurs and those who are interested or feel encouraged to become SME entrepreneurs. Taking into consideration the dire needs of the SME entrepreneurs, the Human Resource Development (HRD) wing has been organizing different kinds of training programs through public private partnership system. In this connection, SME foundation has been organizing different types of capacity building programs like entrepreneurship development & management leadership program, cluster based skill development program, cluster based technology development program and productivity improvement program

While SME foundation organized the training they felt that one of the major obstacles for women to work outside the home is their parental responsibilities. SME foundation also did need assessment after completing the training, where training relating to day care centre business became prominent. Daycare center support is not so much available for mass working women. There is no standard practice. SME Foundation conducted a need assessment for training regarding Daycare center operation. After receiving the training many women developed day care centre which were helpful for working mother.

SME foundation got feedback from their trainees to start a course on day care business. After getting this kind of feedback they decide to start a training program on day care centre business. SME foundation visited some day care centres to see how they work. To run the training course they invite the owner of renowned day care centres' as resource person.

The process of the intervention began with the Foundation organizing a meeting with stakeholders and through this meeting they gathered their experiences and developed a training module for day care center operation. They drafted a policy for day care center operation management and submitted it to MoWCA.

One of the main barriers is that there is no standard curriculum for day care center operation. There is lack of operational and monitoring guidelines and recognition by the government as a social service. There was no renowned resource person in this sector. There is no trade license system. Day care centre is not recognized as business/ entrepreneurship. So there is no need to have trade license to run day care centre privately. So private day care centers are now running as nursery schools.

The feedback from female trainees and their demand for having training on day care business inspired and enabled SME foundation to organize the training.

If day care service /business is developed, it will enable women to engage herself in income- generating activities outside the home. It would also open up new space of entrepreneurship for women.

For further information, contact:

Mst. Nazma Khatun, Deputy Manager, Women Entrepreneurship Development Wing, SME Foundation.
Email: nazma@smef.org.bd

5.2 Good Practice Case Studies: Secondary Education

Case 46: ICT Learning Centre in Secondary level Schools and Madrasas, Rangpur

Through the ICT Learning Centres (ILC), both male and female students of the secondary level of education are becoming skilled.

The Government of Bangladesh adopted a comprehensive National Education Policy (NEP) in 2010. One of the priority areas of this NEP is to adopt modern and innovative practices in teaching and learning processes in schools, thus emphasizing the use of Information and Communication (ICT) in teaching and learning processes. The comprehensive ICT Infrastructure is being created in 640 secondary institutions, under Secondary Education Sector Investment program (SESIP), for better quality of secondary education.

The gender analysis reveals that in general male students have more access to computers/ IT than female students and they can easily use IT. However in schools the subject of IT is compulsory for both boys and girls. All the students from class six to class ten will be involved in this project.

ICT was introduced both in rural and urban areas, in a total of 640 schools and madrasas. SESIP arranged thousands of computers, computer peripherals and electric equipment for schools and madrasas which were used to implement this project following the Ministry of Education approved ICT Learning Center Implementation Plan. Teachers were recruited to teach the students and a training course was organized for teachers. To initiate the process, the Head teachers of ICT learning centre institutions send requisitions for required technical support to District Education Office. And the head teachers get the support for ILC. There is a team to monitor ILC. This team provides guidelines to ILC for better performance. The team also visits ILC to examine the performance and momentum of ILCs towards digital penetration and adaptation of ICT into teaching and learning processes in the modern classroom.

At the initial stage one of the constraints was that the project could not afford to meet the needs of all the students at a time so the classes were started on shift basis. Another problem arose during installation of computers and internet.

Through ILC both teachers and students are getting benefit of learning ICT. The teachers can connect with the students by Google form. Teachers can also teach the students by electronic tools both in schools and outside of school using such methods as Kahoot, Edmodo and Blog.

This is the first time ICT education is introduced for all students at the grassroot level. Female students are also developing skills with ICT education.

For further information, contact:

Tultuli Rani, District Education Officer and District Training Coordinator, Directorate of Secondary and Higher Secondary Education, Rangpur
Email: tultulirani1977@gmail.com

Case 47: Seating arrangement in co-ed secondary schools, Chattagram

This program on seating arrangements in co-ed secondary schools aims to reduce discrimination against girls in the secondary level education sector.

Nowadays in co-education schools, boys and girls sit together. Even after the teacher has gone, they can sit together, discuss the lessons, and play games. Before 1999, this scene was unimaginable. Girls would wait in the common room. The teacher would go to the common room before class. The girls would then follow the teacher into class. At the end of the class, the girls would have to follow the teacher out and wait in the common room for the next teacher.

As a result, both teachers and students lost a lot of time. The girls, from their walks to and fro from the classrooms to the common room, would get tired and could not concentrate in the class. The boys also had the opportunity to sit in the classroom and discuss amongst themselves what the teacher had taught. Friendship between boys and girls was not possible; rather they had a hostile attitude. The girls would be harassed by the boys.

After arrangement was made for boys and girls to sit together in the class for the whole time, gradually, girls were able to participate more confidently in the class than before. They could pay more attention to their studies. As the boys and girls became friendly, the incidences of harassment decreased. Both girls and boys could sit together and solve their own learning problems.

In 1999, TQI and PROMPTE project started gender training among teachers in the Teachers Training College to promote gender equality in the school level. These projects also inspired teachers to gender equality in classroom, and to start teaching the male and female students together in the class room. In the aftermath, the teachers arranged for students to sit together at their respective schools. In the first place, if the teachers were in the regular classroom, the teacher would not leave the class room until another teacher came. Later, when there was a friendly relationship among students, teachers did not need to monitor.

One day training was given to teachers. Sometimes training for parents and SMC members was arranged. At first, the teachers were reluctant to make these changes. Parents also did not want their children to sit in a classroom or associate together. But, financing and collaboration of TQI and Promote Project and the full-time monitoring of Teachers Training College enabled this change.

As a result of this program, girls became more confident in the classroom; girls started better in school examinations; and the friendly relationship between boys and girls, reduced harassment in school.

For further information, contact:

Shamsuddin Shishir, Lecturer, Government T.T College, Chattogram, Email: shamsshishir@yahoo.com

Case 48: Generation Breakthrough, UNFPA, Dhaka

Generation Breakthrough is UNFPA's flagship project on adolescents and youth. Started in 2012 with generous support from the Embassy of the Kingdom of the Netherlands, the project engages around 140,000 adolescents, ages 10-19. It can be found in 300 secondary schools, 50 madrasas and 150 adolescent clubs across Bangladesh. Generation Breakthrough equips young people with life skills and knowledge. It uses innovative approaches to positively shift attitudes and behaviours around gender roles, gender-based violence, and sexual and reproductive health. It gave training to teachers on how to teach this subject. Madrasah teachers are now better at doing this teaching. This now needs to be spread to the rest of the country

Generation Breakthrough works with adolescents directly and with the role models who influence them the most such as parents, teachers, sports instructors and community leaders.

The project's main interventions are:

Gender Equity Movement in Schools (GEMS) Module: GEMS is a 2-year gender equity and violence prevention curriculum for adolescents ages 12-14 years old. Through lessons, drama, discussions and journal activities, GEMS enables adolescents to build healthy relationships by developing gender-equitable attitudes.

Dosh Unisher Mor Helpline: The helpline provides Sexual and Reproductive Health (SRH) counselling and service referrals, and violence prevention services. The Department of Counseling and Educational Psychology of the University of Dhaka helps maintain the quality of the counseling services. The helpline is available 7 days a week, 9:00am-9:00pm excluding government holidays. Helpline number: 09612 600 600

Dosh Unisher Mor Campaign: The campaign combines media activities and community-level interventions to reach adolescents, religious leaders, community leaders and school management committees through a 100-episode radio program on Adolescent Sexual and Reproductive Health (ASRH) and Gender Based Violence (GBV) aired on Radio Today; events and competitions held at schools and clubs that generate discussions and raise awareness on ASRH and GBV issues; community-level street dramas that develop awareness on ASRH and the ways gender inequality make women and girls vulnerable; social media, primarily Facebook, is used to generate support for the campaign and interactive games for adolescents on sexual and reproductive health and rights. A specially designed edutainment computer game and board games help adolescents learn about SRH in fun, interactive ways.

Community Level Advocacy: Community advocacy meetings are held around target schools and clubs to sensitize key stakeholders — such as parents, community leaders and school management committees — to adolescent sexual and reproductive health and gender-based violence topics and issues.

Source: <https://bangladesh.unfpa.org/en/news/generation-breakthrough>

For further information, contact:

Prof. Dr. SMW Zaman, Directorate of Secondary and Higher Education
Email: smwzaman@yahoo.com

Case 49: Students Counseling in Higher Secondary Educational Institutions, Bangladesh College University Teacher's Association (BCUTA), Chittagong

This process of student counseling reduced the social barriers that stopped women students coming to the college for higher secondary education.

In order to achieve good results from the college, the students of SSC and principal teachers of the college have the responsibility of overseeing the studies. It was found that if students identify and solve problems faced by the girl students, their attendance rate increases and results improve.

While teachers were doing counseling, they realized that there are some problems which were preventing girls from attending college. These were identified as being lack of education by general people, harassment by neighborhood goons, superstitions, religious fundamentalism, transport problems, etc. In order to solve these issues, teachers talked to the guardians, and communicated with the local administration to ensure that girls are safely admitted to the college. In some cases the college administration arranged for scholarships for them.

As a result of this, girls found it easier to come to college easily, regular attendance also improved their examination results, and it also reduced child marriage.

Under this project, every teacher supervises 20 students. S/he intensively talks to the students and tries to understand their problems in their studies and tries to solve them. If the student does not attend the college, teacher calls her to find out the reason why she is not attending college. Sometimes they talk to parents or guardians. In many cases it was found that girls' education is being stopped for financial reasons. In these cases the college arranges scholarship for the girl. In some cases it was found that parents have arranged marriage for the girl. In these cases, the teacher tries to motivate the parents to stop the marriage. Sometimes they have to take the help of administration. In some cases, the girls could not come to college due to harassment from boys. In these case, the security of the girl is ensured only with the help of the administration.

In many cases, parents do not want to understand or listen to teachers citing some religious restrictions. Goons also threaten them many times.

The Vice Principal, Principal and SMC regularly monitored the progress of the students, the teachers with students who are making good progress and also the increase in attendance rate. This monitoring had impact on teachers' promotion and increment. Therefore the teachers carefully counselled the students.

As a result of this program, the presence of girls in college increased; examination results improved; and child marriage decreased.

For further information, contact:

Shyamal Das, Assistant Professor, Bangladesh College University Teacher Association, email: 104466@bise-ctg.gov.bd, Cell# 1718548303

5.3 Good Practice Case Studies: Vocational and Tertiary Education

Case 50: Post- Literacy and Continuing Education and Human Development (PLCEHD), Bureau of Non-Formal Education (BNFE), Community Learning Centre (CLC), Dhaka

The Directorate of Non-formal Education (DNFE), which was later named the Bureau of Non-Formal Education (BNFE), started the Literacy Program in 1993. Back then, it only had the literacy, basic education, and pre-primary education programs. There was no skills education program.

In 2000/2001, it appeared that the elderly participants were losing interest. After learning to sign their names, they would think that they needed not learn anymore. In a 6-month course, learners could not be held for more than 3 months. 50% of the learners would drop out. Under such circumstances, to address the issue as to how the interest in learners could be held up, the idea of the project, Post-literacy and Continuing Education and Human Development (PLCEHD 1), came into being. The World Bank funded that project.

PLCEHD 2 Project was funded by ADB. A few positive changes were added in the PLCEHD 2 project in the light of the lessons learned from PLCEHD 1 project. Skilled training under PLCEHD 1 project was 3-month in duration. In PLCEHD 2 the training duration was set to 6 months. The learners would not attend classes regularly. As a result, it took longer for them to finish the training. This is why the duration was increased.

Trade related training was introduced in PLCEHD 1 project for the first time. At first, 12 to 14 trades were announced. Earlier, there was no such government-run project. BNFE would provide only technical support. Many things were adopted from the experiences of that project.

Some problems were faced while providing the trade related training. For example, English words were used but English was not included in the literacy program. So, booklets were immediately printed out with a chapter on English language.

Moreover, most girls would choose tailoring, poultry, cows and goats rearing among the trade related trainings offered. Because they could do this from home. Also, if the training center was a little away, they would not want to attend the classes leaving their children at home. As a result the project had to be flexible.

The program gained so much popularity that even the girls, who had passed SSC, participated in this training. This supposedly benefitted the trainers. They combined an S.S.C passed girl with a neo literate.

As a result, the learning progress was quick. This training increased the confidence of the girls. Many of them started trading and/or began receiving orders.

During the training, each participant voluntarily contributed some money to hire an elderly woman who could take care of her children. As a result, there was also a daycare arrangement at the training facility.

Under the PLCEHD 2 project, the Heard to Reach's Skilled Training responsibility was given to those organizations that already had some training activities. The training program was carried out by those organizations.

Basic education was given to one hundred and forty six thousand children in six divisional cities. From there, 20,000 children were targeted for skilled training. Out of this, skill training was provided to 17,604 children. Of these, 60% was girls aged 14+. By the time they had completed the basic education, they turned 14. As a result they could begin doing some work immediately after finishing training. An incentive was given to the trainees too. After completing this skilled training, the first batch was given taka 11,000. The next batch was given Taka 16,000. This allowed a trainee to do something on his or her own upon completing the training. For example, if someone had gotten training on tailoring, s/he had the opportunity to buy a sewing machine in order to start working as a tailor.

Issues that need to be addressed include, lack of training need analysis, lack of decent work environment, lack of learning material, CBL, coverage, training delivery, context problems, security concern, lack of funding for separate accommodation for boys and girls and societal attitude / lack of cordial attitude by the society and institutions.

It is possible to address these issues through counseling and motivation, concerted effort – every ministry will work separately but in association with each other – and through gender sensitive training.

For further information, contact:

Md. Delower Hossain, Assistant Director, BNFE
Email:dhossain65@gmail.com

Case 51: Job Placement Program, Underprivileged Children's Educational Program (UCEP), Chittagong

UCEP Bangladesh provides technical and vocational education and training, skills training as well as formal stream of technical education for both male and female children. After the training courses, UCEP offers job-placement supports as well as entrepreneurship development training. UCEP has a track record of 95% employment of job-seeking graduates including female trainees within first six months of course completion.

UCEP Bangladesh is a non-profit and non-governmental organization set up in 1972 which aims to uplift the socio-economic conditions of underprivileged communities through helping youth to learn skills to earn. UCEP stands for Underprivileged Children's Educational Programs; however UCEP also extends its supports to the youth from the underprivileged communities as a response to the changing needs and contexts. UCEP has a community mobilization function that promotes rights of children and women to ensure their education, skills training and access to employment.

Women's participation in labour market is relatively less. Especially skilled women workers are very low. The programme gives women the opportunity to enter the labour market with different types of training through job placement. Many trained women can opt for jobs according to their skills sets.

In order to implement the program, the team continuously built relationships with the employers, through organizing events, arranging interviews and marketing the training graduates through many other ways. UCEP technical education graduates get suitable jobs. Over the last few years, the success rate is remarkable in the case of job-placement of graduates; 95% of job-seeking graduates were placed in jobs within six months of graduation.

In order to get a job, the trainees need to submit their latest CV to the Principal of the training centre with an open job application and the Principal coordinates with UCEP Bangladesh in finding jobs for trainee. Many industries approach UCEP to offer jobs. It also organizes a number of Employment Committee Meetings and Job Fairs in Dhaka and other regions where the employers visit stalls of different trade courses and interact with potential employees.

For further information, contact:

Mr. Ashraf Uddin, UCEP Bangladesh, Regional Manager, Chattagram, email: ashraf.uddin@ucepbd.org

Case 52: Day Care Center in Teachers Training College, Rangpur

With the private initiative of the Principal of Teachers Training College, a Day Care Center was established in 2017, which encourages women to take training.

Women teachers are generally not interested in training because they cannot afford to take long term training mainly because of child care problems. This results in decreasing the efficiency of women. But it is easier for them to be trained at a training college which accommodates children.

As a result, the number of female trainees in college increased. The number of women students in the B.Ed Course increased to 60% and in M.Ed Course increased to 80%, which is more than any previous time.

The Day Care Center was started in 2017 with the help of the present Principal Narayan Kumar Kundar. Two rooms of the college were used for this purpose. Two caregivers are provided to take care of the

children. There is enough space and light in the room in which children are kept. The Day Care Center has plenty of toys for the children. The whole field of the college is open for children to play. The campus is open to the children because the main gate of the college is closed and there are CCTV cameras to keep watch over them. If the students want, they can bring a caregiver with them. The students can stay at the hostel with the caregiver to take care of the child.

Several steps were taken to set up the Day Care Center. Firstly, the compound was protected with boundary walls. The ground was rearranged and CCTV cameras were installed in the college.

Lot of obstacles had to be faced while constructing boundary wall, particularly from the drug users of the campus area. These drug addicts created problems while the wall was being built.

The main enabling factor was the Principal's good will and initiative. He was the champion of this project.

This intervention has been successful in encouraging women trainees to come to the training. It has increased the efficiency of women trainees. It can serve as a model for other Teachers Training Colleges.

For further information, contact:

Mr. Md. Lutfor Rahman, Principal, Teachers Training College, Rangpur, Email: rangpurttc.bmet@gmail.com

Case 53: In-house workshop by Teachers Training College, Barishal

The in-house workshop programme of Barishal Teachers Training College is important because it makes the female Teachers Educators (TE) comfortable to work in a team with their male colleagues. It also helps them to develop their skills.

There are 25 Teachers' Educators (TE) who work at Barishal Teachers Training College. But all TE do not have the same skill and capacity with regard to professional issues. To build the same skill and capacity among the TE, the teachers training college initiated a new programme where they build a team consisting of more skilled and less skilled TE to organize an in-house workshop.

It was found that most of the female Teachers' Educators do not have enough skill and capacity to organize a workshop or they are not very interested to work with male colleagues. Through this process female TE work together with male TE, and they learn how to work in a team. It also helps them to build their capacity and they became more confident to work with male colleagues. In this process, not only do the skills of female TE increase, their leadership capacity also develops.

The objective of this process to develop skills and capacity of Teachers' Educators through working with a more capable and skilled Teachers' Educators. A team was formed with capable and skilled Teachers'

Educators and comparatively less capable and skilled Teachers' Educators. When they worked in a team the comparatively less capable and skilled TE learnt many things from other colleagues.

In the beginning a team was formed. After the formation of the team, the team decided the topics of their workshop, and then prepared contents for the workshop. And finally the team facilitated the workshop. In most cases, the junior/ less skilled TE was selected as facilitator which helped to build his/her leadership capacity.

However, all Teachers Educators do not support this process. Some do not like to work in a team.

The program was successfully completed because of the administrative support (Academic Meeting), suitable time selection and flexible attitude. However, the champions were the self motivated female Teachers' Educators. As a result of this, female Teachers Educators now feel more comfortable to work with male colleagues.

For further information, contact: Ali Nur Mahmud, Government Teachers Training College (TTC), Barishal, Email: alinurict@gmail.com