

**Terms of Reference for  
Preparation of  
Communciations Assesment, Strategy and Action Plan of  
Proposed Dhaka Public Transport Improvement Project (P166435)  
(RHD-PPF-S13)**

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**I. INTRODUCTION**

1. Dhaka currently ranks at 137<sup>th</sup> out of 140 major cities in the world for liveable city ranking due to severe congestion and air pollution problems<sup>1</sup>. There are 18 million inhabitants in the Dhaka Metropolitan Area which is expected to reach 27 million by 2030, becoming the sixth most populated city in the world<sup>2</sup>. Dhaka being the economic hub of the country has caused a rapid urbanization, without coordinated land-use and transport infrastructure development. According to the Dhaka Structure Plan 2016-35 developed by RAJUK (Rajdhani Unnayan Kartripakkha), the city of Dhaka holds almost one-third of the total employment in the country. Consequently, Dhaka now faces many urban transport problems, including sever traffic congestion, traffic accidents, and unsafe and unsecure public transport. Severe traffic congestion is a well-known problem in Dhaka, where approximately 3.2 million business hours are lost daily in traffic congestion<sup>3</sup>, and the economic cost of congestion is estimated at US\$12.561 billion a year<sup>4</sup>. Traffic congestion in Dhaka is the result of various factors, mainly inadequate road network, poor public transport services, high mix of non-motorized and motorized transport modes, and weak enforcement of traffic rules. People in the high-income group tend to use private cars more, medium income groups use auto and cycle rickshaws and buses, and those on low-income groups rely more on buses and non-motorized modes, such as walking and cycle rickshaws<sup>5</sup>.

2. In 2016, the Government of Bangladesh developed and adopted a Revised Strategic Transport Plan (RSTP) as a master plan for 2035. The core of the RSTP is a network of five Mass Rapid Transit (MRT) lines and two Bus Rapid Transit (BRT) lines, supported by secondary regular bus services. Construction of MRT Line 6 is underway with JICA's support, while MRT Line 1 and 5 are under study with support from JICA and Asian Development Bank (ADB). The north section of the BRT Line 3 from Gazipur to Airport is being implemented by the Greater Dhaka Sustainable Urban Transport Project (GDSUTP), funded by ADB, the French Development Agency (AFD), and the Global Environment Facility (GEF). Other recommendations of RSTP are: 3 ring roads, 8 radial roads, 6 expressways and 21 transportation hubs; improving the circular waterway around Dhaka; setting up traffic management system; integrating urban land use and development.

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<sup>1</sup> Ranking by Economist Intelligence Unit (2017)

<sup>2</sup> United Nations, World Urbanization Prospects: The 2014 Revision.

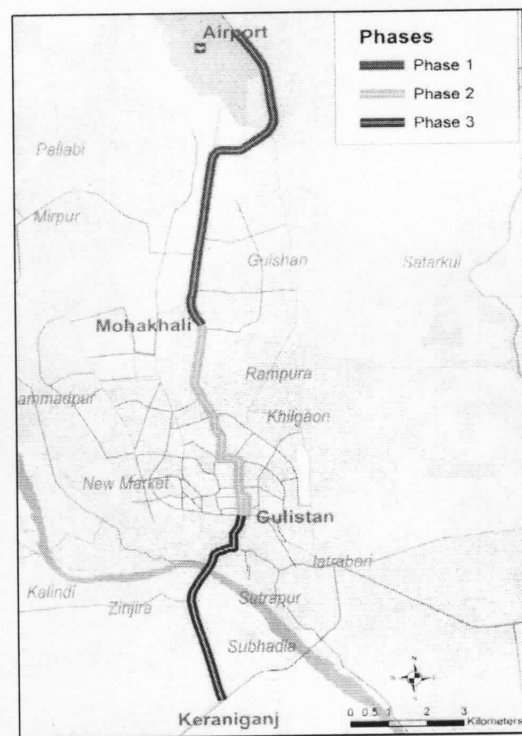
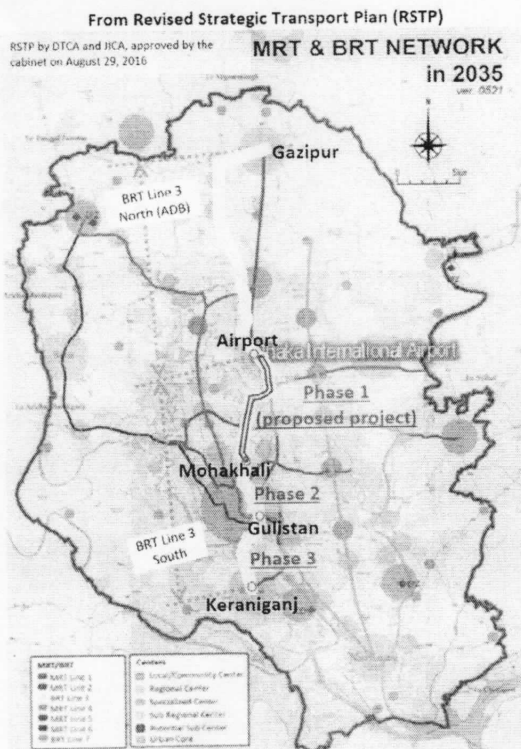
<sup>3</sup> MCCI (Metropolitan Chamber of Commerce and Industry, Dhaka) and CMILT (Chartered Institute of Logistics and Transport) (2010), "Traffic Congestion in Dhaka City: Its Impact on Business and Some Remedial Measures "

<sup>4</sup> MCCI and CMILT (2010), "Traffic Congestion in Dhaka City: Its Impact on Business and Some Remedial Measures "

<sup>5</sup> The Project on the Revision and Updating of the Strategic Transport Plan for Dhaka (RSTP). JICA and DTCA (2016)

## II. PROJECT DESCRIPTION

3. The proposed Dhaka Public Transport Improvement Project will develop a high-quality urban transport corridor with key transport hubs in the capital city, well-connected with improved feeder bus services and access road. The proposed project will develop the south section of the BRT Line 3, connecting at the Airport station with the north section of the BRT corridor, which is being implemented by the GDSUTP<sup>6</sup>. BRT Line 3 North will run 20 km through DNCC and Gazipur City Corporation (GCC) areas. Opening of the north section is planned for 2020/2021. The proposed project will continue the Line 3 corridor for 10 km from the Airport station to the Mohakhali terminal (Map below). The project scope includes redevelopment of the Mohakhali terminal, a large inter-city bus terminal developed by DUTP and construction of the Keraniganj Depot at the southern end of the full network. The project will also finance the restructuring of existing operators along the corridor, one of the busiest in term of competing small bus operators, through the provision of incentive schemes. It will also finance the improvement of access roads and traffic management system for the area covering the corridor. The project will have 4 components.



4. **Component 1: BRT infrastructure, fleet, and systems (US \$207 million).** This component will finance the development of the 10km BRT corridor between the Airport and Mohakhali, including road infrastructure, Keraniganj bus depot, BRT bus vehicles, and an Integrated Transport Systems (ITS) for the BRT. The road infrastructure will include, but not limited to, stations, one flyover, intersections, pedestrian bridges and underpasses, sidewalks and traffic signals. Regarding the bus vehicles, different bus technologies will be assessed to select an environmentally friendly technology suitable for the

<sup>6</sup> The total value of GDSUTP project is US \$ 210.6 million as of the project approval in 2012. Bangladesh: Greater Dhaka Sustainable Urban Transport Project, ADB.

context of Bangladesh and its regulations. ITS for the BRT will include, among others, Automatic Vehicle Location System, Passenger Information System, Automated Fare Collection System, and Operational Control Center. Private sector contribution to the financing of the BRT vehicle fleet will be explored. Private operators will be in charge of operating and maintaining the system under contracts with Dhaka BRT Company, a public company which is already incorporated but is going to be made functional with support from GDSUTP. This component will be executed by RHD in collaboration with Dhaka BRT Company. RHD is the main implementing agency of GDSUTP in charge of the BRT infrastructure, fleet and systems.

5. **Component 2: Restructuring of existing bus services. (US\$ 73 million).** This component will finance the bus service restructuring along the corridor. Specifically, proposals with incentives will be offered for operators to a) join the planned BRT and future feeder services, b) shift the existing operation on this corridor to other locations, or c) discontinue the operation. This component will also consider activities to improve feeder bus services through purchasing or financially supporting the operators to purchase new buses. Renewal of bus vehicles will ensure a safer and cleaner fleet. The modality of such support will be studied during preparation, i.e., direct purchasing of the buses by government; capital grant from the Government to operators so they purchase the buses; availability payment to operators for the value of the purchased buses. Private operators will be in charge of operating and maintaining the feeder bus system. This component will be executed by RTHD in collaboration with Dhaka BRT Company, with support from DTCA and BRTA.

6. **Component 3: Mohakhali bus terminal, corridor access improvement, and traffic management. (US\$ 183 million)**

- Subcomponent 3a: Mohakhali Terminal. This sub-component will finance the demolition and reconstruction of the Mohakhali bus terminal and depot, including temporary arrangements to minimize disturbance to existing inter-city bus operations during the construction. The design will be reviewed in consideration of the AFD-funded ongoing study to relocate existing inter-city bus operations to other locations. Given that the terminal will include an administrative office space and substantial commercial space, modalities to attract the private sector will be assessed to improve the commercial revenues of the terminal and reduce government liabilities, while ensuring proper operations and maintenance of the building and associated facilities. The Bank will explore Transit Oriented Development (TOD) options to collaborate with the private sector for this and other mass transit projects in Dhaka. This sub-component will be executed by DNCC.
- Subcomponent 3b: Access Road. This sub-component will finance the rehabilitation of adjacent and access roads to the BRT corridor. This will subcomponent will include, but not limited to, the rehabilitation or reconstruction of road pavements and utilities, the improvement of sidewalks, intersections, and pedestrian crossings. This sub-component will be executed by DNCC.
- Subcomponent 3c: Traffic Management. This sub-component will finance traffic signals and other ITS solutions to improve traffic management at critical intersections in the city, mainly the area covering the corridor. This component could also finance the installation of Traffic Control Center (TCC). This component will include technical assistance and training of BP on traffic management capacity. This sub-component will be executed by Bangladesh Police Headquarters (BPHQ).

7. **Component 4: Capacity building and project management. (US\$ 12 million).** This component will finance goods purchase, consultancies, and trainings for institutional strengthening for the supervision of BRT/feeder operations. This will comprise technical assistance related to the supervision of operation of the BRT and its feeder network including the administrative and financial management

10. The Scope of the current assignment will be to review and update existing communications documents aligned with the current scope of the project, and develop the new documents. For the tasks detailed below, the Consultant will communicate with and consult transport operators and users of various groups including women and persons with disability (PWD), students, traders and employees will be useful for the planning stage of the BRT. The communications consultant needs to work on the brand building of the BRT service by the Dhaka BRT Company. Subsequently, there may be a need to develop a three stage Communication and Marketing Strategy (CMS) for the entire project. These three stages would include (a) planning stage – to sensitize the public about the concept and build confidence on the benefits of the project and the social development outcomes associated with it. (b) implementation stage – the communication and marketing strategy at this stage would require focusing on print material of the approved concept, creation of website, print material, press strategy including press tracking. (c) operations stage – at this stage the strategy may focus on creation of information material such as route maps and their distribution, website management, continued marketing and advertising of the service etc.

9. A Feasibility Study and Detail Design of the BRT Line 3 Corridor" was undertaken in October 2016 by the Dhaka Transport Coordination Authority (DTCA) under the World Bank-funded CASE Project. The detailed design was conducted for the whole 22.5km BRT Line 3 (south) corridor from the Hazrat Shahjalal International Airport to Keraniganj following the corridor restructuring and prefeasibility study under the same project completed in late 2014. A Communications and marketing consultant (CMC) was engaged under the CASE project with DTCA that prepared communication and marketing materials largely focusing the implementation and operation stage of BRT. However, the scope of the Phase I BRT under the Dhaka Public Transport Improvement Project is related to the 10-km corridor from the Airport to Mohakhali, Mohakhali Terminal, Keraniganj Depot, feeder roads and bus restructuring.

**IV. SCOPE**

- i. Communications Assessment
- ii. Communications Strategy and Action Plan

8. The assignment is to assist the Government of Bangladesh in media mapping and communications assessment for citizen engagement in project cycle. This includes developing:

**III. OBJECTIVES OF THE ASSIGNMENT**

aspects. Studies to assist existing operators' integration into the new system will be also financed under this component. Such support may include studies to reorganize the bus network in consultation with existing operators, improved regulation and management of permits and licensing, study of alternative enforcement measures, training to operators and drivers, and better user information systems. This component will also finance a communication campaign to promote BRT and modern public transport in Bangladesh as well as other transport studies such as: operational and engineering studies to explore the Phase 2 and 3 sections of BRT Line 3 South; strengthening urban transport policies and regulations; strengthening sector agencies' operational and administrative capacity as well as institutional structure, including Dhaka BRT Company; assessing the potential and opportunities for private sector investments in the public transportation sector; NMT plan; parking management and road safety. Component 4 will also support the activities of Project Coordination Unit (PCU) and the Project Implementation Units (PIUs). This component will be primarily executed by RHD, except for specific activities for the PIUs which will be executed by respective PIUs.

## V. TASKS: COMMUNICATION STRATEGY AND ACTION PLAN

11. The communications consultant will develop the communication strategy for design, implementation and operation stages. This is a critical task given the institutional reform, development agenda as well as the need for active and continuous engagement with the general public, particularly the key stakeholders. The communication consultant will also propose a specific program and terms of reference (ToR) to implement the communication strategy, tailored closely to the project design, its implementation schedule and the early stage of operation. The communication consultant will review the existing communication strategy and actions and carry out further assessment to upgrade the strategy into an action plan during detail design and implementation.

12. The consultant will identify scopes and specific tasks for situation analysis, development of communication strategies and implementation plan for current and subsequent project stages. The consultant will design and carry out consultation for dissemination of project concept, design and benefits as well as likely adverse impacts, and obtaining feedback from communities on project design, implementation and operation, group specific concerns, options for mitigation of concerns, suggestions and recommendations. However, the following tasks can also be reviewed for development of the communications working plan and studies and preparation of the deliverables:

- Situational analysis on the existing traffic management, the proposed traffic management plan, the existing communications strategy and initiatives and how they can be upgraded for design, implementation and operational stages.
- Stakeholder mapping outlining relevant communication channels for the target audience which include, but are not limited to, urban communities and city commuters including women and PWDs, affected persons, groups and entities, local government institutions, urban infrastructure institution, transport service providers, international development partners, media, civil society organizations, NGOs, Universities, Research Centres, etc.
- Stakeholder consultation on how communication can support project acceptance and delivery in the influence area.
- Evaluate existing communication channels and identify potential linkages with other communication plans and activities by the relevant stakeholders and Dhaka Transport Coordination Authority;
- Develop core messages on BRT design and operation including technical, financial, social and environmental issues in Dhaka City;
- Develop goals and objectives, priorities, set specific targets, and identify the activities for execution of the strategy at implementation and operational stages;
- Establish procedures for communication activities including managing information flows between Dhaka BRT Company, Road Transport and Highways Department (RTHD) and DTCA, project management units, consultant, media and other stakeholders;
- Develop a consultation and participation plan for consulting stakeholders for their feedback and participation in design, construction and operation of the project;
- Develop a comprehensive BRT consultation, participation and communication strategy, action plan with estimate of implementation budget; and

- Develop a monitoring and evaluation plan for implementation of the consultation and communications strategy and action plan.

## VI. TIMELINE OF ASSIGNMENT

13. The Consultant is required to complete the work over a maximum duration of 6 months. The expected outputs of this assignment are as suggested in the following schedule:

- Inception Report
- First draft Communications Assessment Report
- Revised and final Communications Assessment Report– must be finalized by end February 2019
- First draft Communications Strategy and Action Plan
- Final draft of Communications Strategy and Action Plan
- All main final documents must include an Executive Summary.

14. The Consultant will incorporate all comments received on draft documents received from the Client and the World Bank, and the documents will be considered final only satisfactory acceptance by both.

15. The Client will designate a senior member of its permanent staff to act as the key contact point with the Consultant. All day-to-day administrative, contractual and technical matters will be raised directly with the Client. Consultant will present regular progress, highlighting any issues that are impacting on the assignment. The reporting requirement will be more frequent than the timeline of deliverables; and the frequency will be determined during contract negotiations.

## VII. STAFFING AND QUALIFICATIONS

16. Key specializations required:

- Communication Specialist** with a Master's Degree in Mass communications or related subjects, with at least ten (10) years-experience in designing communication strategies and awareness campaigns for complex projects. Knowledge of local conditions is a requirement.
- Communications associates** for data collection, interviews, community/stakeholders' consultation with Master's Degree in social sciences, with at least five (5) years -experience designing surveys, sampling, managing or running surveys, public consultation and analyzing survey results as a member of a survey team.

  
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