

People's Republic of Bangladesh

# STAKEHOLDER ENGAGEMENT PLAN

*Bangladesh Contingent Emergency Response Project (CERP)*

P517116 | Appraisal Version | June 2026 | Finance Division, Ministry of Finance

ESRC

**Substantial**

SEA/SH Risk

**Substantial**

Prepared

**June 2026**

# 1. INTRODUCTION AND PROJECT DESCRIPTION

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The Bangladesh Contingent Emergency Response Project (CERP) (P517116) aims to respond promptly and effectively to an eligible crisis or emergency in Bangladesh. Prepared under the World Bank's Environmental and Social Framework (ESF), the Project requires implementing agencies to provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner free of manipulation, interference, coercion, discrimination, or intimidation (ESS10).

Bangladesh faces one of the world's most complex multi-hazard risk landscapes: recurrent riverine and flash floods, tropical cyclones, storm surges, droughts, and seismic hazards, compounded by structural vulnerabilities to geopolitical and macroeconomic shocks, supply chain disruptions, and public health emergencies. The CERP is a pre-positioned contingent financing instrument activated only upon the occurrence of an eligible crisis, enabling rapid response without post-disaster preparation delays. It operates entirely within existing institutional and physical delivery infrastructure. Civil works, land acquisition, permanent construction, and law enforcement goods and services are excluded.

## *Project Components*

**Component 1 — Emergency Livelihood Support to Affected Households and MSMEs:** Time-bound emergency income support through (i) direct cash transfers delivered via the Family Card mechanism and mobile money platforms; (ii) cash-for-work arrangements with no physical footprint; and (iii) cash transfers to micro, small, and medium enterprises (MSMEs) for emergency stabilization and recovery.

**Component 2 — Provision of Essential Emergency Supplies and Services:** Procurement and distribution of fuel and energy supplies (LPG, diesel, fuel for water pumping and power generation); food staples and nutritional supplies; fertilizers (urea, DAP, MOP) and agricultural inputs; essential medicines and medical equipment; potable water and hygiene kits; emergency shelter materials; cleaning, debris, and waste removal; light equipment rental; and temporary payment of electricity and energy costs.

**Component 3 — Emergency Response Coordination and Management:** Incremental operational expenditures for emergency coordination, surge personnel, evacuation support, shelter administration, technical assistance, audit, and M&E activities.

The CERP is national in scope across all eight administrative divisions. It is coordinated by the Finance Division (FD), Ministry of Finance (MoF), through a Project Coordination and Management Unit (PCMU), supported by a Project Steering Committee (PSC) and Technical Working Group (TWG).

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## 2. OBJECTIVES AND SCOPE OF THE SEP

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The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation, throughout the Bangladesh CERP project cycle. The SEP outlines how the PCMU and implementing agencies will communicate with stakeholders and establishes a mechanism through which individuals and communities can raise concerns, provide feedback, or make complaints about project activities.

The scope and level of detail are proportionate to the CERP as a Substantial risk, distribution-based instrument with no civil works, no land acquisition, and no permanent physical footprint. This is a Simplified SEP per ESS10 and the November 2023 WBG Tip Sheet on SEP Preparation According to Risk Levels.

Given the CERP's contingent nature, this SEP operates across two distinct modes:

### **PRE-ACTIVATION MODE (PREPARATION PHASE)**

The PCMU and TWG will conduct annual readiness reviews, maintain and update this SEP, engage with national and sub-national government stakeholders on preparation and coordination arrangements, and ensure that GRM channels are functional and publicized. Engagement during this phase is primarily institutional focused on government ministries, implementing agencies, civil society organizations, and development partners.

### **POST-ACTIVATION MODE (IMPLEMENTATION PHASE)**

Upon activation, the scope and intensity of stakeholder engagement expand significantly. The PCMU and implementing agencies will engage directly with disaster-affected households, MSME operators, community leaders, local government bodies, and civil society partners to ensure timely, accurate, and culturally appropriate information about available emergency support, eligibility criteria, distribution arrangements, and GRM access. Engagement will be tailored to the specific crisis context, affected geography, and population profile defined in the Crisis Response Plan (CRP).

This SEP will be publicly disclosed prior to appraisal, reviewed and updated annually, and adapted at each activation to reflect the crisis-specific stakeholder context. The World Bank and the Borrower do not tolerate reprisals or retaliation against project stakeholders who share their views about Bank-financed projects.

## 3. STAKEHOLDER IDENTIFICATION AND ANALYSIS

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### 3.1 Methodology

For the CERP, stakeholders have been identified and analyzed per Positive List category. Because the CERP is a contingent instrument without predetermined geographic activity sites, the stakeholder

mapping in this SEP is indicative and national in scope. At the time of each activation, the CRP will refine the stakeholder mapping based on the specific crisis typology, geography, and beneficiary criteria identified in the CRP. The following principles guide engagement throughout the project cycle:

**Openness and life-cycle approach:** Engagement arranged during the whole project cycle, openly and free of external manipulation or coercion.

**Informed participation and feedback:** Timely, relevant, and accessible information provided to all stakeholders; channels for communicating feedback actively maintained and responded to.

**Inclusiveness and sensitivity:** All groups with a stake in CERP outcomes are engaged, with specific provisions for vulnerable and marginalized groups facing language, geographic, physical, or social barriers to participation.

**Flexibility:** Engagement methods adapt to the specific crisis context at activation. When face-to-face engagement is constrained, alternative methods — mobile outreach, radio, television, community networks, social media — will be deployed.

**Two-mode engagement:** Engagement methods and intensity differ between the preparation phase (primarily institutional) and the activation phase (community-focused, crisis-specific, and rapid).

### 3.2 Affected Parties

Affected parties include households, individuals, and other parties that may be subject to direct impacts (positive or negative) from the CERP upon activation. The table below provides a component-by-component mapping of stakeholders with their roles, interests, and vulnerability considerations.

Table 3.1: Component-by-Component Stakeholder Analysis

Component / Sub-category	Lead / Implementing Agency	Key Stakeholders	Analysis of Interests and Risks
<b>COMPONENT 1: EMERGENCY LIVELIHOOD SUPPORT TO AFFECTED HOUSEHOLDS AND MSMEs</b>			
<b>1.1 Direct cash transfers (Family Card — vertical and horizontal expansion)</b>	Ministry of Social Welfare / Dept. of Social Services / Ministry of Commerce (with PCMU)	<ul style="list-style-type: none"> <li>Existing Family Card beneficiaries (vertical expansion)</li> <li>Newly enrolled crisis-affected households (horizontal expansion)</li> <li>Returning migrant workers from GCC countries</li> <li>Female-headed households</li> <li>Persons with disabilities</li> <li>Elderly and widowed beneficiaries</li> <li>Mobile money / agent banking operators</li> </ul>	<p>Existing and new Family Card beneficiaries: Direct beneficiaries; rely on transparent, timely transfers to absorb crisis-induced welfare losses.</p> <p>Returning migrant workers: Specific vulnerable cohort under current crisis context; require special enrollment pathways.</p> <p>Female-headed households / PWDs / elderly: Higher exclusion-error risk; require dedicated outreach and accessibility provisions.</p> <p>Mobile money / agent banking operators: Critical delivery</p>

		<ul style="list-style-type: none"> <li>• Union Parishads and ward members</li> </ul>	<p>infrastructure; require orientation on CERP and SEA/SH protocols.</p> <p>Union Parishads: Frontline GRM receivers and information disseminators.</p>
<b>1.2 Cash-for-work arrangements (no physical footprint)</b>	MoDMR / DDM / LGD in coordination with Union Parishads (with PCMU)	<ul style="list-style-type: none"> <li>• Crisis-affected unemployed and underemployed workers</li> <li>• Female heads of household seeking wage work</li> <li>• Returning migrant workers</li> <li>• Union Parishad and ward members supervising work sites</li> <li>• LGED upazila offices</li> </ul>	<p>Cash-for-work participants: Direct beneficiaries; rely on transparent selection, timely wages, and OHS protections at work sites.</p> <p>Female participants: Face access and safety barriers at mixed-gender work sites; require female-friendly arrangements and gender-segregated facilities.</p> <p>Local government supervisors: Frontline operational managers; require training on labor standards, GRM, and SEA/SH protocols.</p>
<b>1.3 Cash transfers to MSMEs for emergency stabilization and recovery</b>	Ministry of Commerce (with PCMU)	<ul style="list-style-type: none"> <li>• Crisis-affected MSMEs in export-oriented sectors (RMG, manufacturing, services)</li> <li>• Women-owned and climate-vulnerable enterprises</li> <li>• Business associations and financial institutions</li> <li>• Financial service providers</li> </ul>	<p>MSMEs: Direct beneficiaries; rely on timely support to sustain business continuity, protect employment, and absorb liquidity shocks.</p> <p>Women-owned enterprises: Higher exclusion risk; require targeted outreach and simplified access procedures.</p> <p>Business associations / FSPs: Frontline managers; require training on labor standards, GRM, and SEA/SH protocols.</p>
<b>COMPONENT 2: PROVISION OF ESSENTIAL EMERGENCY SUPPLIES AND SERVICES</b>			
<b>2.1 Emergency fertilizer supply (urea, DAP, MOP)</b>	MoA / BADC (with PCMU)	<ul style="list-style-type: none"> <li>• Smallholder and marginal farmers</li> <li>• Female farmers and female-headed farming households</li> <li>• Tenant and sharecropper farmers</li> <li>• Farmers in haor, char, and coastal areas</li> <li>• BADC distribution outlets and dealer network</li> <li>• Fertilizer suppliers / framework contractors</li> <li>• Workers handling and transporting fertilizer</li> <li>• Communities near storage and distribution sites</li> </ul>	<p>Smallholder farmers: Direct beneficiaries; food security depends on timely access within the planting calendar.</p> <p>Female farmers: Face access barriers at male-dominated dealer outlets; require targeted outreach.</p> <p>Tenant and sharecropper farmers: May lack documentation in BADC registry; require dedicated inclusion measures.</p> <p>BADC dealers and workers: Critical to last-mile delivery; require training on E&amp;S, anti-diversion controls, and GRM.</p> <p>Communities near storage sites: Exposure to potential contamination and OHS risks from fertilizer handling.</p>
<b>2.2 Emergency fuel and energy supplies (LPG, diesel, fuel for pumps and power);</b>	MoPEMR / BPC / BPDB (with PCMU)	<ul style="list-style-type: none"> <li>• Low-income and ultra-poor households (LPG)</li> <li>• Patients of public hospitals and cold-chain users</li> <li>• Communities served by water pumping stations</li> </ul>	<p>Low-income LPG users: Cooking energy access is critical to household welfare and women's safety.</p> <p>Hospital and cold-chain users: Life-critical beneficiaries; uninterrupted diesel sustains essential medical services.</p>

<b>electricity cost payments)</b>		<ul style="list-style-type: none"> <li>• Public sector power generation operators</li> <li>• Fuel distribution dealers and workers</li> <li>• Communities near fuel storage and distribution sites</li> <li>• Transport workers</li> </ul>	<p>Pump-served communities: Drinking water and irrigation continuity critical for public health and food production.</p> <p>Distribution workers and dealers: Front-line OHS exposure; require PPE, training, and labor-GRM access.</p> <p>Communities near depots: Community H&amp;S risks from fuel handling, transport, and potential spills.</p>
<b>2.3 Food staples and nutritional supplies</b>	Ministry of Food / TCB / MoDMR-DDM (with PCMU)	<ul style="list-style-type: none"> <li>• Crisis-affected food-insecure households</li> <li>• Children under 5 and pregnant/lactating women</li> <li>• Female-headed households</li> <li>• Elderly persons living alone</li> <li>• TCB outlet operators and dealers</li> <li>• DDM relief warehouse staff</li> <li>• Food-handling and transport workers</li> </ul>	<p>Crisis-affected households: Food access is life-critical during supply chain disruption.</p> <p>Children under 5 and PLW: Nutritional vulnerability heightened during crises; require nutrition-sensitive distribution.</p> <p>TCB and DDM staff: Last-mile operators; require training on targeting and anti-diversion controls.</p> <p>Food-handling workers: OHS-sensitive exposure (contamination risk); require PPE and labor-GRM access.</p>
<b>2.4 Essential medicines, pharmaceutical products, and medical equipment</b>	MoHFW / DGHS / Public Health Emergency Operations Centre (with PCMU)	<ul style="list-style-type: none"> <li>• Public hospital patients and OPD users</li> <li>• Cold-chain / EPI beneficiaries</li> <li>• Chronic-condition patients (dialysis, oncology)</li> <li>• Pregnant women and newborns</li> <li>• Civil surgeons, UHFPOs, hospital administrators</li> <li>• Health workers, nurses, pharmacists</li> <li>• Pharmaceutical suppliers</li> <li>• Medical waste handlers</li> </ul>	<p>Patients of public health facilities: Uninterrupted medicine supply is life-critical.</p> <p>Health workers: Front-line responders; require OHS provisions and IPC supplies.</p> <p>Civil surgeons and UHFPOs: First-tier GRM conveners for health-sector activations; require CERP orientation.</p> <p>Medical waste handlers: Biohazard OHS exposure; covered under ICWMP in the ES Assessment and ESMP.</p>
<b>2.5 Potable water, water purification supplies, and hygiene kits (WASH)</b>	DPHE / LGED (with PCMU)	<ul style="list-style-type: none"> <li>• Communities served by tube wells, piped supply, and water trucking</li> <li>• Women and adolescent girls (MHM needs)</li> <li>• Persons with disabilities (accessibility-sensitive WASH)</li> <li>• Households in flood- and cyclone-affected areas</li> <li>• DPHE field engineers</li> <li>• WASH-cluster partners and NGOs</li> <li>• Chemical handlers</li> </ul>	<p>Crisis-affected communities: Safe water and hygiene critical for preventing disease outbreaks.</p> <p>Women and adolescent girls: Specific MHM needs require dedicated hygiene-kit content and female-friendly distribution.</p> <p>PWDs: Require accessible WASH points and adapted hygiene kits.</p> <p>Chemical handlers: OHS-sensitive; require PPE and training on safe handling of water purification chemicals.</p>
<b>2.6 Emergency shelter materials</b>	MoDMR / DDM / LGED in coordination with cyclone shelter management	<ul style="list-style-type: none"> <li>• Displaced households with damaged/destroyed dwellings</li> <li>• Women and children in cyclone shelters</li> </ul>	<p>Displaced households: Shelter materials critical for protection and dignified temporary housing.</p> <p>Women and children in shelters: Heightened SEA/SH and protection</p>

	committees (with PCMU)	<ul style="list-style-type: none"> <li>• Persons with disabilities and elderly requiring accessible shelter</li> <li>• DDM upazila officers and shelter management committees</li> <li>• Workers distributing shelter materials</li> </ul>	<p>risks; require gender-friendly spaces, safe lighting, and GBV referral pathways.</p> <p>PWDs and elderly: Require accessibility-adapted shelters and dedicated assistance.</p> <p>Shelter management committees: Require training on inclusive shelter management, GRM, and SEA/SH protocols.</p>
<b>2.7 Cleaning, debris and waste removal; rental of light equipment for minor rehabilitations</b>	LGED / City Corporations / Pourashavas / Union Parishads (with PCMU)	<ul style="list-style-type: none"> <li>• Crisis-affected communities relying on cleared access</li> <li>• Sanitation, cleaning, and debris-removal workers (high informal-labor share)</li> <li>• Waste pickers and informal recyclers</li> <li>• Truck drivers and equipment operators</li> <li>• Communities near temporary debris-disposal sites</li> </ul>	<p>Affected communities: Debris clearance restores access to services and reduces public health risks.</p> <p>Sanitation workers: OHS-sensitive (sharp objects, contaminated debris, hazardous waste); require PPE and labor-GRM access.</p> <p>Waste pickers and informal recyclers: Often outside formal labor protections; require inclusion in labor-GRM and SEA/SH protocols.</p> <p>Communities near disposal sites: Require disclosure of disposal arrangements.</p>
<b>COMPONENT 3: EMERGENCY RESPONSE COORDINATION AND MANAGEMENT</b>			
<b>3.1 Emergency response coordination, fiduciary management, and implementation support</b>	MoF (CERP-PCMU)	<ul style="list-style-type: none"> <li>• CERP-PCMU staff and consultants</li> <li>• PSC and TWG members across line ministries</li> <li>• Procurement agent and external auditors</li> <li>• E&amp;S consultants and M&amp;E firm</li> <li>• GRM and communication staff</li> <li>• Government staff on field deployment</li> <li>• Equipment-rental suppliers</li> <li>• International and local TA consultants</li> </ul>	<p>PCMU and PSC: Central to readiness and coordination; require continuous engagement and capacity building.</p> <p>TWG focal points: Cross-ministerial coordination role; engaged through quarterly meetings and annual readiness reviews.</p> <p>Consultants, auditors, M&amp;E firm: Provide assurance and technical inputs; require CERP orientation and E&amp;S training.</p> <p>Government staff under field deployment: Require training on CERP procedures and E&amp;S responsibilities.</p>

### 3.3 Other Interested Parties

The CERP's stakeholders also include parties other than directly affected communities, those who consider their interests affected by the project, or who could affect project implementation in some way.

*Table 3.2: Other Interested Parties*

Other Interested Parties
<ul style="list-style-type: none"> <li>• Government agencies: MoF, ERD, MoDMR/DDM, MoA, MoPEMR, MoHFW (DGHS, PHEOC), Ministry of Food, Ministry of Commerce, Ministry of Social Welfare/DSS, Ministry of Expatriates' Welfare, Ministry of Planning, IMED, DPHE, LGED, and others.</li> <li>• Implementing entities and SOEs: BADC, BPC, BPDB, TCB, Bangladesh Bank, Wage Earners' Welfare Board, PKSF, SME Foundation.</li> </ul>

- Sub-national DRM committees: District and Upazila Disaster Management Committees (DDMCs and UDMCs).
- National Disaster Management Council (NDMC) and Inter-Ministerial Disaster Management Coordination Committee (IMDMCC).
- UN agencies and development partners: UNDP, WFP, FAO, UNICEF, IOM, ADB, JICA, USAID, FCDO, EU, GIZ.
- Cyclone Preparedness Programme (CPP) volunteer network (~80,000 volunteers) for last-mile communication in coastal activation areas.
- Civil society organizations and national NGOs: BRAC, Grameen, ASA, and others involved in social protection, agriculture, and emergency response.
- Trade and industry associations: BGMEA, BKMEA, FBCCI, women entrepreneurs' associations.
- Suppliers, framework-agreement contractors, procurement agents, and their workforces.
- Local and national media — print, electronic, digital — and social media participants.
- Academia and research institutions: BIDS, BRAC IED, BCAS, and think tanks engaged in DRM, social protection, food security, and energy policy.
- Local elected representatives: Union Parishad chairpersons and members, Upazila Parishad representatives.

### 3.4 Disadvantaged and Vulnerable Individuals or Groups

It is important to assess whether the effects of the CERP might affect or exclude individuals or groups who are disadvantaged or vulnerable. These groups often lack a platform to voice concerns or fully understand the project's impacts. Tailored awareness-raising and engagement efforts will address their specific sensitivities, cultural aspects, and access barriers. Vulnerability can arise from origin, gender, age, health, economic status, financial insecurity, marginalized position in the community, dependence on others, or displacement.

*Table 3.3: Disadvantaged and Vulnerable Groups*

Vulnerable Group	Nature of Vulnerability	Specific Barriers to Access
<b>Women and women-headed households</b>	Higher exposure to GBV/SEA/SH in crisis contexts; lower access to financial services; social constraints on mobility and decision-making	Social norms limiting mobility; male gatekeeping of Family Card transfers; risk of IPV when women receive cash; barriers at male-dominated distribution points
<b>Smallholder, marginal, tenant, and sharecropper farmers</b>	May lack documentation in BADC farmer registry; food security dependent on planting-calendar alignment; located in haor, char, hill, and coastal areas with constrained access	Exclusion from BADC dealer networks; limited road access in haor and char areas; documentation gaps for tenant and sharecropper farmers
<b>Returning migrant workers</b>	Displaced by Middle East crisis or geopolitical disruptions; not captured in existing domestic registries; female migrants face additional reintegration barriers	Absent from Family Card targeting system; limited access to domestic social protection networks; psychosocial vulnerabilities
<b>Small Ethnic Communities (CHT and plains)</b>	Geographic remoteness; distinct languages and cultural practices; customary land tenure insecurity; historically limited access to government services. ESS7 applicability will be reassessed at each activation.	Language barriers (Chakma, Marma, Tripura, Garo, Santal, Khasi, Manipuri, etc.); limited road access in CHT; distrust of government systems; documentation gaps
<b>Persons with disabilities</b>	Physical mobility constraints; visual, hearing, and cognitive impairments; communication barriers	Inaccessible distribution points; information in inaccessible formats; dependent on family members for access to benefits

<b>Elderly (60 years and above)</b>	Physical vulnerability; often living alone; dependence on family or community; limited mobility	Distance to distribution points; limited digital and mobile banking literacy; dependence on others for registration
<b>Ultra-poor and extreme-poor households (below lower poverty line)</b>	Not registered in Dynamic Social Registry (47% coverage gap); lack of documentation	Excluded from Family Card targeting system; no mobile banking access; limited awareness of entitlements
<b>Children in low-income households</b>	Nutritional vulnerability heightened during crises; children of returning migrants face specific food security risks	Dependent on adult caregiver access to delivery systems; invisible in direct targeting
<b>Climate migrants and displaced persons</b>	Not resident in home union; not captured in local registries	Outside targeting geography; no fixed address for GRM follow-up; often missed by Union Parishad-based enrollment
<b>Informal sector workers, transgender and LGBTQ+ persons</b>	Marginalized in formal targeting systems; high exposure to income shocks; limited social protection coverage	Excluded from formal labor registrations; social stigma limits GRM access

Vulnerable groups within the populations served by each Crisis Response Plan (CRP) will be further confirmed and consulted through dedicated means during the activation phase. If any activation indicates that activities will affect Small Ethnic Communities meeting the criteria of ESS7, the SEP will be updated to incorporate ESS7-compliant engagement provisions, including dedicated consultations in local languages through culturally appropriate processes. The ES Assessment and ESMP exclusion provisions will prevent activities involving land acquisition, displacement, or adverse impacts on Small Ethnic Community land or livelihoods.

## 4. STAKEHOLDER ENGAGEMENT PROGRAM

### 4.1 Summary of Stakeholder Engagement During Project Preparation

During project preparation, institutional consultations were conducted with key national government stakeholders including officials from the Finance Division, Ministry of Finance; Ministry of Disaster Management and Relief; Ministry of Agriculture; Ministry of Food; Ministry of Health and Family Welfare; Ministry of Power, Energy and Mineral Resources; Ministry of Commerce; Ministry of Social Welfare; Ministry of Commerce and the National Social Protection Agency. These consultations focused on the CERP's design, positive list, institutional architecture, and E&S risk management arrangements. Stakeholders broadly endorsed the CERP's objectives and confirmed readiness to participate in implementation.

Detailed records of all consultation meetings, including dates, venues, participant numbers, key issues discussed, feedback received, and follow-up actions taken, are to be completed in accordance with *activation timeline*. Community-level engagement will be initiated at the time of each activation through the CRP.

## 4.2 Stakeholder Needs and Methods for Engagement

Different stakeholder groups have different information needs, communication preferences, and access constraints. Government and institutional stakeholders will be engaged through formal correspondence, one-on-one meetings, roundtable discussions, and inter-ministerial working group sessions (PSC, TWG). District and sub-national government stakeholders will be engaged through Implementing Agency coordination meetings and command chain briefings.

Community beneficiaries will be engaged through Union Parishad meetings, public announcements, component-specific delivery point information sessions, mobile and SMS outreach, local radio and TV, and the CPP volunteer network for last-mile communication in coastal activation areas.

Vulnerable groups will receive targeted engagement: women through gender-balanced CLO teams, women-only consultation sessions with female moderators, and female-friendly delivery arrangements; Small Ethnic Communities through CHT Regional Council liaison, local language materials, and NGO partners with established community trust; persons with disabilities through accessible formats and designated accessible delivery points; elderly through simplified messaging and home-based outreach; extreme poor and unregistered households through proactive Union Parishad outreach and emergency enrollment pathways. Bengali is the primary language; pictorial and audio-visual materials will be used for low-literacy populations; local languages will be used for Small Ethnic Community activations.

## 4.3 Stakeholder Engagement Plan

Table 4.1: Stakeholder Engagement Plan /

Project Stage	Estimated Date	Topic / Message	Method Used	Target Stakeholders	Responsibility
Preparation — Pre-appraisal	May–Jun 2026	CERP design, positive list, institutional arrangements, E&S requirements, SEP and ESCP disclosure	Formal meetings, roundtable discussions, email correspondence	National government ministries and agencies	PCMU / Finance Division
Preparation — Post-effectiveness	Within 3 months of effectiveness	CERP activation procedures, GRM establishment, ES Assessment and ESMP orientation, SEA/SH Code of Conduct	Training workshops, formal briefings	PCMU staff, sector agency focal points, TWG members	PCMU
Preparation — Annual (Years 1–6)	Annually	Annual readiness review: CERP Manual, ES Assessment and ESMP update, GRM functionality, staff training status	TWG annual review, inter-ministerial workshops	PSC, TWG, sector agencies, district focal points	PCMU / TWG

Preparation — Annual (Years 1–6)	Annually	GRM awareness: channels, eligibility, complaint process	Public notices, MoDMR district network, LGI briefings	District and upazila authorities, Union Parishads	PCMU / MoDMR
<b>ACTIVATION</b> <b>Information dissemination</b>	Within 30 days of activation	Emergency information: crisis nature, eligible support, registration, revenue disposition for fuel/fertilizer where applicable, risk associated with fuel storage, handling, and use	Radio/TV broadcasts, SMS alerts, Union Parishad announcements, CPP volunteer network in coastal areas	All affected households in activation geography	PCMU / MoDMR / sector agencies
<b>ACTIVATION</b> <b>Vulnerable group targeted outreach</b>	Within 60 days of activation	Targeted information for vulnerable groups: Small Ethnic Communities (local languages), PWD-accessible formats, women-only sessions, elderly outreach	Dedicated community sessions, CLOs, CHT Regional Council liaison, women's organizations, pictorial and audio-visual materials	Small Ethnic Communities, women, PWD, elderly, informal workers, returning migrants	PCMU / MoDMR / NGO partners
ACTIVATION — Component-specific delivery engagement	Continuous per positive list activity	Eligibility, distribution schedules, quality standards, OHS for workers, anti-diversion controls, community H&S at distribution sites, risk associated with fuel storage, handling, and use	Delivery point sessions: BADC outlets, fuel stations, Family Card centers, SME support windows, public hospitals, DPHE offices, DDM warehouses, cyclone shelters, LGED debris sites	Beneficiaries per positive list sub-category; delivery-point workers	Sector agencies: BADC, BPC/BPDB, MoHFW/DGHS, Ministry of Food/TCB, DPHE, MoDMR/DDM, LGED
ACTIVATION — MSME outreach	Within 45 days of activation	MSME cash transfer eligibility, application process, documentation requirements	Chamber of Commerce liaisons, business associations, PKSF/SME Foundation briefings, printed materials	MSME operators, women-owned enterprises	PCMU / Ministry of Commerce
ACTIVATION — Mid-activation check	4–6 months after activation	Progress update: disbursement status, complaint resolution, remaining support, CPP feedback integration	Community meetings, radio, SMS, Union Parishad notice boards	All beneficiaries and affected communities	PCMU / implementing agencies

Completion	Within 6 months of activation end	Completion notification, lessons learned, beneficiary satisfaction, CERP Manual updates	Beneficiary perception survey, focus groups, completion meetings, lessons-learned workshop with development partners	Beneficiaries, sector agencies, CSOs, development partners	PCMU
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## 4.4 Reporting Back to Stakeholders

Stakeholders will be kept informed throughout the project cycle. During the preparation phase, the PCMU will publish annual updates on CERP readiness and GRM performance. During activation periods, regular progress updates will be communicated through the same delivery channels. Where fuel or fertilizer is sold to end users, summary information on revenue disposition arrangements, including ring-fenced sub-account balances and transparent accounting of price differentials, will be publicly disclosed on the MoF and relevant implementing-agency websites. Beneficiaries will be informed of disbursement status and complaint resolution outcomes through Union Parishad notice boards, SMS notifications, and CLOs. At activation completion, beneficiary perception survey results will inform updates to the CERP Manual and ES Assessment and ESMP.

## 5. RESOURCES AND RESPONSIBILITIES

### 5.1 Resources

The PCMU within the Finance Division, Ministry of Finance, is responsible for overall coordination and management of stakeholder engagement. During the preparation phase, day-to-day stakeholder engagement will be managed by the PCMU's Social Specialist. During activation periods, dedicated CLOs will be engaged at district or upazila level. The budget is included in the CERP. Activation-phase costs are funded under the Emergency Response Coordination, Fiduciary Management, and Implementation Support category of the Positive List, capped at the limit in the CERP Manual.

*Table 5.1: Indicative SEP Budget (BDT) | All figures indicative. Actual costs determined based on scope, geography, and scale of each activation.*

Budget Category	Quantity	Unit Cost (BDT)	Frequency	Indicative Total (BDT)	Remarks
<b>1. STAFF</b>					
Social / Communication Specialist (PCMU)	1	—	Throughout	Covered under PCMU budget	Part of PCMU staffing
Community Liaison Officers (activation)	20	5,000/month	Up to 12 months	1,200,000	District/upazila level; per activation

Translation/interpreter — Small Ethnic Community languages	As needed	100/day	Activation periods	100,000	CHT and plains local languages
<b>2. CONSULTATION EVENTS</b>					
Annual readiness review meetings	1/year x 6	30,000	Annual	180,000	National level; PSC/TWG
District/upazila briefings (preparation)	10/year	5,000	Annual	300,000	Sub-national level
Community activation meetings (Union Parishad level)	100 per activation	3,000	Per activation	300,000	Last-mile delivery areas
Vulnerable group dedicated sessions (women, Small Ethnic Communities, PWD)	50 per activation	4,000	Per activation	200,000	Targeted outreach
<b>3. COMMUNICATION MATERIALS</b>					
Printed leaflets, posters, brochures — Bengali and local languages	50,000 units	10	Per activation	500,000	Bengali primary; pictorial for low-literacy
Radio and TV public service announcements	20 spots	1,000	Per activation	20,000	National and local stations
SMS alerts to registered beneficiaries	500,000	0.02	Per activation	10,000	Family Card and registry holders
<b>4. GRM OPERATIONS</b>					
GRM training for focal points (delivery agencies, Union Parishads)	1/year	5,000	Annual	30,000	Annual refresher
GRM materials (suggestion boxes, logbooks, forms)	Per activation	2,000	Per activation	2,000	All delivery points
<b>5. MONITORING AND EVALUATION</b>					
Beneficiary perception surveys (post-activation)	1 per activation	10,000	Per activation	10,000	End of each activation period
SEP monitoring and reporting (quarterly)	Per quarter	1,000	Throughout	24,000	PCMU Social Specialist time
<b>TOTAL INDICATIVE (per activation cycle + preparation phase)</b>				<b>~BDT 30,00,000</b>	

## 5.2 Management Functions and Responsibilities

Table 5.2: Management Responsibilities for Stakeholder Engagement

Entity	Role in Stakeholder Engagement
PCMU (Finance Division, MoF)	Overall coordination of SEP implementation; annual readiness reviews; reporting to World Bank; GRM MIS dashboard oversight; SEP and ES Assessment and ESMP updates
Social Specialist (PCMU)	Day-to-day SEP implementation; stakeholder mapping updates; GRM monitoring; vulnerable group engagement coordination; beneficiary satisfaction surveys
Technical Working Group (TWG)	Inter-ministerial coordination on engagement; annual review of SEP currency; sector-specific outreach coordination; operational readiness checks
Line ministries and delivery agencies (BADC, BPC/BPDB, MoHFW/DGHS, Ministry of Food/TCB, DPHE, MoDMR/DDM, LGED/Min of Commerce)	Lead beneficiary-facing engagement at delivery points during activations; operate Tier 1 GRM; provide monthly GRM reports to PCMU
Union Parishads and ward members	Community-level information dissemination; beneficiary registration support; suggestion box management; GRM Tier 1 intake
Community Liaison Officers (CLOs)	Targeted outreach to vulnerable groups; delivery point facilitation; GRM intake and referral during activations
CPP Volunteer Network	Last-mile communication and feedback collection in coastal activation areas
NGO partners and CSOs	Small Ethnic Community outreach; vulnerable group facilitation; independent GRM monitoring and reporting

All stakeholder engagement activities will be documented through the PCMU's monitoring system. Delivery agencies will provide monthly GRM reports during activation periods; the M&E firm engaged by the PCMU will compile these into quarterly reports shared with the World Bank.

## 6. GRIEVANCE REDRESS MECHANISM

### 6.1 Description of the Three-Tier Grievance Mechanism

A three-tier Grievance Redress Mechanism (GRM) is established for the CERP, integrating the GRMs of the delivery agencies of each Positive List category. The GRM is accessible to all at no cost, without retribution, and including anonymous complaints, consistent with ESS10. Among the CERP's delivery agencies, several have established GRMs that will be leveraged and brought to a common minimum standard set out in the CERP Manual: BADC for fertilizer-related complaints; BPC, BPDB, and downstream distributors for fuel-related complaints; DSS and Ministry of Commerce for Family Card complaints; and Bangladesh Bank, PKSF, and SME Foundation for MSME support complaints. The CERP-PCMU will integrate all channels into a single GRM MIS dashboard.

Table 6.1: Three-Tier GRM Structure and Process Steps

Step / Tier	Description	Timeframe	Responsibility
<b>Tier 1 — Delivery-Point / Local Level GRC</b>	Convener: Delivery-point manager (BADC dealer for fertilizer; BPC/BPDB station manager for fuel; Family Card disbursement officer for cash transfers; civil surgeon/UHFPO for medicines; DPHE upazila engineer for WASH; DDM upazila officer for food and shelter; LGED upazila engineer for debris removal). Member-Secretary: E&S/Social focal of the relevant line agency. Members: Local government representative (must be female if complainant is female); community representative nominated by complainant. Function: Receives, registers, and resolves most grievances at the point of delivery.	Within 10 working days of receipt	Delivery agency delivery-point management; Member-Secretary at line-ministry level
<b>Tier 2 — Line-Ministry / Implementing Agency Level GRC</b>	Convener: Senior official (Project Director / Programme Head). Member-Secretary: E&S/Social Specialist of the line agency. Members: Local government representative; community representative; CERP-PCMU representative. Function: Reviews grievances unresolved at Tier 1; coordinates investigation; communicates resolution.	Within 15 working days of escalation	Line ministry / implementing agency with CERP-PCMU support
<b>Tier 3 — CERP-PCMU / PSC Level GRC</b>	Convener: Representative of Secretary, Finance Division. Member-Secretary: CERP Project Director. Members: CERP-PCMU E&S, Social, and Gender/GBV Specialists; relevant line ministry representatives. Function: Final administrative tier; takes binding decisions in consultation with the aggrieved person.	Within 4 weeks of escalation	CERP-PCMU and PSC
<b>Grievance Intake Channels</b>	(i) In-person at any delivery point or Union Parishad office; (ii) Physical suggestion/complaint boxes at all delivery points; (iii) Toll-free hotline (IVR 1090 or dedicated CERP hotline, 6 AM–10 PM; 24-hr automated SMS registration); (iv) SMS/WhatsApp to Member-Secretary numbers; (v) Email: grm.cerp@mof.gov.bd; (vi) CERP-PCMU webpage complaint form; (vii) Letter/postal address to PCMU or delivery agency; (viii) Via Community Liaison Officer. Anonymous complaints accepted through all channels.	Ongoing throughout project cycle	CLOs, delivery-point staff, PCMU Communication Specialist
<b>Registration and Logging</b>	All complaints registered in centralized PCMU GRM MIS dashboard (integrating all delivery agency channels) with a unique reference number. Information recorded: date, channel, complainant details (if provided), complaint type, component/activity, location.	Within 1 working day	CLO / Tier 1 focal point; PCMU
<b>Acknowledgment</b>	Complainant informed of receipt and provided reference number and expected resolution timeline via same channel as submission.	Within 2 working days	CLO / PCMU Social Specialist
<b>Sorting and Categorization</b>	Categorized by type: (i) targeting/eligibility; (ii) distribution; (iii) quality/quantity; (iv) worker behavior; (v) SEA/SH — routed immediately and	Within 2 working days	PCMU Social Specialist

	confidentially to PCMU Gender/GBV Specialist; (vi) GRM process; (vii) other.		
<b>Investigation and Resolution</b>	Investigation led by relevant tier. Within 5 working days at Tier 1. Proposed resolution communicated to complainant.	Tier 1: 10 working days; Tier 2: 15 working days; Tier 3: 4 weeks	Complaint Committee per tier
<b>Appeals and External Recourse</b>	If unsatisfied at Tier 3, complainant advised of right to: (i) World Bank GRS at <a href="http://www.worldbank.org/GRS">www.worldbank.org/GRS</a> ; (ii) World Bank Accountability Mechanism at <a href="http://accountability.worldbank.org">accountability.worldbank.org</a> ; (iii) legal recourse under the laws of Bangladesh.	Within 10 working days of lower-tier decision	Aggrieved person; CERP-PCMU support
<b>Monitoring and Reporting</b>	GRM data aggregated monthly by PCMU. M&E firm compiles delivery agency monthly reports into quarterly reports. GRM summary included in semi-annual E&S progress reports to the World Bank.	Monthly aggregation; semi-annual reporting	PCMU Social Specialist; M&E firm

## 6.2 SEA/SH Confidential Complaints Pathway

### SEA/SH RISK RATING: SUBSTANTIAL — DEDICATED CONFIDENTIAL PATHWAY REQUIRED

Given the Substantial SEA/SH risk rating of the Bangladesh CERP, a dedicated, confidential SEA/SH complaints pathway operates separately from the general complaint process to ensure survivor safety, confidentiality, and access to appropriate support services. All three GRM tiers are sensitized to receive SEA/SH complaints including those involving children.

**Intake:** SEA/SH complaints may be submitted through any GRM channel. All delivery-point staff and CLOs are trained to immediately refer SEA/SH complaints to the PCMU Gender/GBV Specialist without routing through the standard process.

**Confidentiality:** Only four non-identifiable data points are recorded and shared with the World Bank: nature of allegation, perpetrator's relationship to the project (if any), age and sex of the survivor, and referral status — and only with the survivor's explicit informed consent.

**Survivor-centered response:** The PCMU Gender/GBV Specialist manages all SEA/SH complaints. The survivor's safety, wishes, and wellbeing guide all decisions. All allegations are recorded in an encrypted system or a secured, coded logbook — no identifiable information is shared.

**Referral services:** The PCMU will maintain an updated mapping of SEA/SH service providers per activation geography, including: National Helpline for Violence Against Women and Children (109, free, 24 hours); One-Stop Crisis Centers (OCCs) at district government hospitals; NGO-based GBV support services in the activation area.

**Notification:** All SEA/SH allegations are reported to the World Bank within 48 hours (24 hours if internal to PCMU) of the PCMU becoming aware of the incident (ESCP Action E), followed by a Corrective Action Plan within 10 days.

**Investigation and sanctions:** SEA/SH complaints involving CERP-financed workers are investigated independently of the project management chain. Confirmed perpetrators face disciplinary action up to and including contract termination and referral under the laws of Bangladesh.

### 6.3 Workers' Grievance Mechanism

A separate grievance mechanism for project workers including direct workers, contracted workers, and primary supply workers is established and maintained as described in the Labor Management Procedures (LMP) annexed to the ES Assessment and ESMP, consistent with ESS2. All contractors are required to produce a Workers' GRM as a tender requirement. Workers sign the Code of Conduct and receive training on the GRM and SEA/SH protocols at engagement. Unresolved grievances escalate to the CERP-PCMU through the line agency's E&S Specialist; remaining unresolved grievances may proceed to the Labor Court under the Bangladesh Labour Act 2006.

### 6.4 World Bank Grievance Redress Service

Communities and individuals may submit complaints directly to the World Bank's Grievance Redress Service (GRS) at [www.worldbank.org/GRS](http://www.worldbank.org/GRS), or to the World Bank's Accountability Mechanism (Inspection Panel and Dispute Resolution Service) at <https://accountability.worldbank.org>. Any CERP disclosure instrument on the GRM will provide these addresses.

## 7. MONITORING AND REPORTING

### 7.1 Summary of How SEP Implementation Will Be Monitored and Reported

SEP implementation will be monitored by the PCMU Social Specialist throughout the project cycle, scaling up during activation periods. Stakeholders, including CSOs and NGO partners active in affected areas will be invited to participate in monitoring activities. Independent spot-checks of delivery point engagement quality may be conducted by the World Bank during implementation support missions.

*Table 7.1: SEP Monitoring Indicators*

Indicator	Target	Frequency	Data Source	Responsibility
Days from CERP activation request to first public information disclosure	<=30 days	Per activation	PCMU activation log	PCMU
Stakeholder engagement activities conducted (by type, level, and target group)	As per Section 4.3 plan	Quarterly	PCMU consultation log	PCMU Social Specialist
Female participation in stakeholder engagement activities	>=50% of participants	Per activity	Attendance records	PCMU

Vulnerable group-targeted engagement sessions (Small Ethnic Communities, PWD, elderly, women)	As per activation plan	Per activation	Activity reports	NGO partners
Total complaints received through GRM MIS dashboard (by category, channel, delivery agency)	—	Monthly	GRM MIS dashboard	PCMU Social Specialist; M&E firm
Percentage of complaints resolved within 10 working days	>=90%	Monthly	GRM MIS dashboard	PCMU Social Specialist
SEA/SH complaints received, referred, and resolved	—	Monthly (confidential)	SEA/SH complaint log	PCMU Social Specialist
Direct project beneficiaries — female (PDO indicator)	>=50% of total	Per activation	Beneficiary registry	PCMU / sector agencies
Direct project beneficiaries — youth ages 15-24 (PDO indicator)	>=20% of total	Per activation	Beneficiary registry	PCMU / sector agencies
Beneficiary satisfaction rate with CERP emergency support	Target to be set at activation	Per activation completion	Beneficiary perception survey	PCMU
SEP reviewed and updated annually	Annually	Annual	PCMU records	PCMU Social Specialist

## 7.2 Reporting Back to Stakeholder Groups

The SEP will be reviewed and updated annually during the preparation phase and adapted at each activation. All updated versions will be disclosed on the Finance Division and World Bank websites. Semi-annual E&S progress reports submitted to the World Bank within 15 days of the end of each reporting period per ESCP Action C will include a dedicated stakeholder engagement section. Monthly GRM summaries and internal reports on grievances and related incidents will be collated by the PCMU and shared with the PSC.

During activation periods, beneficiaries will be informed of project progress, distribution timelines, and complaint resolution outcomes through Union Parishad notice boards, SMS updates, CLOs, and local radio. At activation completion, a beneficiary perception survey will assess satisfaction with emergency support, information access, and GRM experience. Results will be shared with national stakeholders and the World Bank, and will inform CERP Manual and ES Assessment and ESMP updates.



## Annex 2: Grievance Submission Form

This form may be submitted in person at any delivery point (BADC outlet, fuel station, Family Card center, SME support window, public hospital, DPHE office, DDM warehouse, cyclone shelter) or Union Parishad office; by toll-free hotline or SMS; by email to [grm.cerp@mof.gov.bd](mailto:grm.cerp@mof.gov.bd); or via the CERP-PCMU webpage. Anonymous submissions are accepted. Forms available in Bengali; local language versions for Small Ethnic Community areas available upon request.

### BANGLADESH CERP — GRIEVANCE SUBMISSION FORM

*P517116 | CERP-PCMU, Finance Division, Ministry of Finance*

#### SECTION A — COMPLAINANT INFORMATION (Optional — anonymous complaints accepted)

Name: \_\_\_\_\_ (optional)

Contact number / Email: \_\_\_\_\_ (optional)

Village / Union / Upazila / District: \_\_\_\_\_

Preferred language:  Bengali  English  Chakma  Other: \_\_\_\_\_

#### SECTION B — COMPLAINT DETAILS (Required)

Date of submission: \_\_\_\_\_

#### Delivery channel or activity related to this complaint:

- Cash transfer (Family Card)  Cash-for-work  MSME cash transfer  
 Fertilizer / agricultural inputs  Fuel / LPG / energy  Food supply  
 Medicines / medical equipment  Water / hygiene / WASH  Shelter materials  
 Debris removal  Emergency coordination  Other: \_\_\_\_\_

#### Nature of complaint (tick all that apply):

- Targeting / eligibility  Distribution error  Quality or quantity issue  
 Worker behavior  Process / information gap  Other: \_\_\_\_\_

#### Description of complaint (what happened, when, and where):

\_\_\_\_\_  
 \_\_\_\_\_

What outcome are you seeking? \_\_\_\_\_

#### SECTION C — PREFERRED RESPONSE METHOD (Optional)

- Phone call  SMS  Letter  In-person meeting  No response needed

**FOR SEA/SH COMPLAINTS — DEDICATED CONFIDENTIAL CHANNEL**

If your complaint relates to sexual exploitation, abuse, or harassment (SEA/SH), do NOT submit through this form. Use the dedicated confidential SEA/SH channel:

- PCMU Gender/GBV Specialist: [contact to be inserted upon PCMU establishment]
- National Helpline for Violence Against Women and Children: 109 (free, 24 hours)
- District One-Stop Crisis Centre (OCC): Available at all district government hospitals

*Your safety and confidentiality will be protected at every step. No action will be taken without your consent.*

For official use only:

*Reference number: \_\_\_\_\_ / Date received: \_\_\_\_\_ / Received by: \_\_\_\_\_ / Tier routed to: \_\_\_\_\_*



## Annex 4: SEP Monitoring Report Template (Sample)

To be completed by the PCMU Social Specialist and submitted as part of semi-annual E&S progress reports to the World Bank.

Table A4: SEP Monitoring Report Template

Indicator	Target	Reporting Period	Actual	Progress	Notes / Issues
Days from activation to first public disclosure	<=30 days	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
Stakeholder engagement activities conducted	As per Section 4.3	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
Female participation in engagement activities	>=50%	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
Vulnerable group-targeted sessions	As per activation plan	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
Total complaints received (all tiers, all channels)	—	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
Complaints resolved within 10 working days	>=90%	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
Female beneficiaries (PDO indicator)	>=50%	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
Youth beneficiaries ages 15-24 (PDO indicator)	>=20%	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
Beneficiary satisfaction rate	Target set at activation	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	
SEP reviewed and updated	Annually	Semi-annual		<input type="checkbox"/> On track <input type="checkbox"/> Delayed <input type="checkbox"/> Completed	