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**ASIA
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CITIES**

Khulna Co-creation Workshop Report

Leverage and Action Workshop



October 2023



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Acronyms

ARC	Asia Resilient Cities
CSO	civil society organization
JSI	JSI Research & Training Institute, Inc.
KCC	Khulna City Corporation
KDA	Khulna Development Authority
USAID	U.S. Agency for International Development
WASA	Water Supply and Sewerage Authority

Asia Resilient Cities

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Introduction

The U.S. Agency for International Development (USAID) funded Asia Resilient Cities (ARC) Project addresses cross-cutting urban development challenges in secondary cities in Asia by promoting sustainable urban growth; supporting resilient, low-carbon urban infrastructure; and integrating climate change and environmentally conscious approaches. ARC partners with cities to create more resilient and livable environments in the face of shocks. ARC will collaborate with residents to set the city agenda, strengthen the economy, and advocate for community needs. In addition, ARC will cultivate human resources in city government, the business community, other donor projects, and civil society.

In Khulna, Bangladesh, ARC is implemented by JSI and BRAC and works with the Khulna City Corporation (KCC) to support the city's resilience goals.

ARC uses systems thinking approaches to understand the various complex challenges and opportunities in Khulna. The project engages a diverse group of city stakeholders and government officials to become systems thinkers in order to jointly create potential activities for system strengthening and resilience building. One tool ARC uses is a [system map](#), which serves as a visual backbone of the project because it depicts connections between different perspectives, behaviors, and structures that form the city system. ARC facilitates a series of workshops to jointly develop, or "co-create," the system map. The first Context Workshop identifies the issues and opportunities on the way to achieving city goals. Next, a series of community activities and expert discussions ensure that voices from vulnerable communities and expert entities are incorporated into the system map. Additional workshops further build the system map by identifying the areas with the greatest potential for improvement. The completed system map then guides ARC and city stakeholders to define a road map for Khulna to promote resilient and sustainable urban development.

This report summarizes the content and outcomes of the second Khulna co-creation workshop, the Leverage and Action Workshop. It was held on October 30-31, 2023, and brought together a diverse range of stakeholders from KCC, academia, government offices, nongovernmental organizations, civil society organizations (CSOs), and political parties.

Workshop Design

In this workshop, participants identified areas in the system map with the greatest potential for improvement, known as leverage points, and developed a practical plan to maximize the impact of the most promising ones. The workshop functioned as a collaborative platform where key stakeholders came together to analyze Khulna's system map. They worked towards gaining a comprehensive understanding of the map, identifying opportunities for change within the existing system, and creating a work plan to implement these changes.

Objectives

The objectives of this workshop were to:

- Build the second layer of the system map and identify its leverage points.
- Prepare a work plan for Khulna City and ARC to maximize the impact of these leverage points.

Expected Outputs

The expected outputs were that participants would be able to use a systems thinking approach to find areas for growth and plan practical steps toward building a more resilient city. In addition, stakeholders would be empowered to contribute ideas toward a sustainable and resilient work plan for Khulna City.

Workshop Summary

The detailed workshop agenda is provided in Annex 1. There were 72 participants from various sectors. Participant details are available in Annex 2.

Day 1 Sessions & Outcomes

Welcome and Introduction

Rezbina Khanam (Architect, KCC) welcomed everyone with an overview on Khulna City and informed everyone about the successful completion of the first workshop.

Formal Opening

Jahid Faruque (Geospatial Information Analyst, USAID Bangladesh) was connected via Zoom. He welcomed everyone and gave a brief introduction to the ARC project. He explained that ARC is being implemented in four cities with the goal of achieving climate resilience and sustainable urban development. He also highlighted the importance of collaboration between governmental and nongovernmental organizations for achieving success on the ARC project. He mentioned the success of the first workshop in laying the groundwork for a productive leverage and action session.

Talukder Abdul Khaleque (Mayor, KCC) welcomed everyone and thanked them for joining the workshop. He talked about how the people who live near the coastal belt are the most affected due to natural disasters. He mentioned some problems Khulna City faces, like illegal settlements and illegally grabbed lands and canals. He also mentioned some of Khulna WASA's current initiatives for people living in informal settlements and highlighted future KCC initiatives for improved road and drainage systems. All these inclusive action plans include women, children, climate migrants, and other vulnerable groups. He finished by emphasizing that he expects everyone's collaboration to make Khulna a clean and green city.

Brief on the Workshop

Amanda Pomeroy-Stevens (Project Director, ARC) expressed her heartfelt gratitude to everyone for their collaboration so far. She congratulated KCC's current leadership for taking initiative and

supporting ARC's efforts to build a more resilient Khulna City. She stated that she appreciates everyone coming back together. Finally, she gave an overview of the upcoming activities during the two-day workshop.

Farhana Afroz (Assistant Deputy Director, ARC) presented the outcomes of the first workshop. First, she shared a brief on ARC's systems thinking approach. She then shared the findings from the first workshop with the participants and gave a quick summary of the previous activities and systems mapping terminology: defining the context, identifying guiding stars, highlighting the inhibitors and enablers, analyzing the causes and effects, and creating feedback loops. She shared recommendations from the focus group discussions conducted with community members and presented the current context system map.

Recommendations for the Khulna City Work Plan

Mr. Abir Ul Jabbar (Chief Planning Officer, KCC) welcomed everyone and mentioned the first workshop that was held in early October. He said that to achieve the Sustainable Development Goals by 2023 everyone needs to work together and move forward in an equitable and inclusive way. He put more emphasis on the health and nutritional development of Khulna City, incorporating a digital data management system into city processes and most importantly encouraging youth in these activities. Furthermore, he highlighted the importance of trees in urban areas and how they can reduce the temperature.

Moshiuzzaman Khan (Chief Engineer, KCC) highlighted the Mayor's efforts to increase the quality of life of Khulna City residents, but also mentioned the current limitations the city faces. He thanked USAID and JSI for implementing this project in Khulna City with a focus on multi-sector and multi-stakeholder collaboration.

Md. Abdullah (Managing Director, Khulna WASA) started his speech by welcoming everyone. He mentioned the importance of data collection, management, and analysis for the creation of a work plan for Khulna City. He also stated that focal priority areas must be identified after the Leverage and Action Workshop. He mentioned that a digital citizen complaint mechanism should be included in the ARC project to help enhance the quality of service, transparency, and citizen involvement in decision-making. To reduce the impact of climate change, he mentioned that Khulna needs to increase the use of green energy by introducing solar power systems and raising awareness among all sector stakeholders to become a clean and green city.

Professor Md. Ashiq Ur Rahman (Head of the Discipline, Urban and Rural Planning Discipline, Khulna University) mentioned that this workshop will focus on finding solutions to the problems participants identified in the first workshop. He further added that to achieve the Sustainable Development Goals, we have to focus on different capitals like social, economic, financial, and built infrastructure. He also mentioned Bangladesh's existing sustainable development plans which require collaboration to achieve resilient solutions. Finally, he thanked BRAC, USAID, and JSI for their technical support.

Introducing the Second Workshop

Farhana Afroz reviewed the objectives of the ARC project and mentioned that this project will be added to the existing portfolio of projects implemented by KCC. She highlighted that ARC will not do any infrastructure development. Then Ziaur Rahman (Consultant, ARC, JSI, Bangladesh) discussed all day one workshop activities. Farhana then explained that ARC will use a

collaborative approach throughout the duration of the project. Finally, she explained how ARC conducted community listening sessions to validate the system map loops from the first workshop. Gazi Golam Mohammad (City Officer, Khulna, ARC, BRAC) shared the findings from the community listening sessions with the participants and highlighted major issues raised by the community members.

Assessing Energy in the System

Abbie Condie (Qualitative MERL Advisor, ARC, JSI) explained the seven community capitals framework using examples relevant to Khulna City. She further explained how to read the system map so participants could successfully complete the subsequent activities.

Farhana shared some of the system map loop narratives to give participants a better understanding of the contents of the map.

Abbie introduced five different kinds of energies in the system. As a part of this activity, each group was asked to label various elements within the system map based on the definitions Abbie shared with the group. There were five labels: frozen, energy for change, bright spot, mixed bag, and ripple effects.

Erika Ireland (MERL Officer, ARC, JSI) introduced a scan tool (QR code) to make it easier for participants to access the interactive, online version of the system map. Participants were given five to seven minutes to browse the online version and discuss with their tablemates.

Participants were divided into 10 groups and were told to look for the leverage points on the system map. A leverage canvas was provided to each group with five different flag colors. Participants were asked to stick suitable flag colors on the elements of the canvas based on the type of energy they brought to the system. Participants were given around forty-five minutes to complete the leverage canvas activity.

Leverage Canvas

For the second activity, participants were given another canvas with a specific set of questions exploring opportunities for change, considering who should be involved, and how the city system would respond. The participants were asked to identify two different elements from the leverage canvas and justify why they considered them to be opportunities. Based on those two opportunities, the participants developed a single opportunity area to carry out their further work. They were given one hour to identify the opportunities from the system map and brainstorm strategies to execute the identified opportunities. Each group then presented their findings.



A group works on identifying leverage points in the system map. Photo credit: BRAC

The 10 groups identified the following opportunities from the system map, organized by the community capitals framework.

Political and social capital:

1. Strong leadership: Strong leadership can enhance collaboration between organizations and gain citizen acceptance by having knowledge and promoting good governance.
2. Nongovernmental and community-based organizations: Nongovernmental and community-based organizations have the opportunity to collaborate with diverse communities, addressing specific problems in designated areas and creating leadership opportunities.
3. Collaboration (linked with strong leadership): Participants suggested creating a stakeholder map as well as a citizen complaint platform to develop a streamlined complaint and response mechanism.

Built and human capital:

4. Nature-based solutions for economic sustainability: Implementing nature-based solutions to promote economic sustainability by minimizing pollution, creating more recreational opportunities, and mitigating waterlogging and flooding.
5. Urban development: Ensuring a sustainable city plan and fostering citizen satisfaction and collaboration are vital aspects of urban development. Achieving these goals is possible through the implementation of a “smart” plan, which uses information and communication technologies to share information, and increase efficiency, transparency, and accountability.
6. Civil services: Enhancing the access of marginalized individuals to formal services is coupled with infrastructure development to improve overall service accessibility. Additionally, legalizing tenure security and innovating in urban primary health services are essential components of this improvement.
7. City services (traffic management): Emphasized the implementation of effective traffic management which will reduce air and noise pollution, leading to improved public health conditions, and facilitating easier communication and faster travel.

Financial and natural capital:

8. Economic activity: Promoting economic activity leads to increased development, sustainability, and greater inclusion, achievable through the enforcement of existing rules and regulations.
9. Sustainable industry: Revitalizing declining industries and encouraging new opportunities in the industrial sector can help shift the informal economy to a formal one, especially by supporting small and medium entrepreneurs and reviving struggling industries.
10. Resource efficiency: Adopting scientific and sustainable resource management systems is crucial in city planning as well as providing necessary training for skilled manpower development. Additionally, implementing natural resource management practices such as

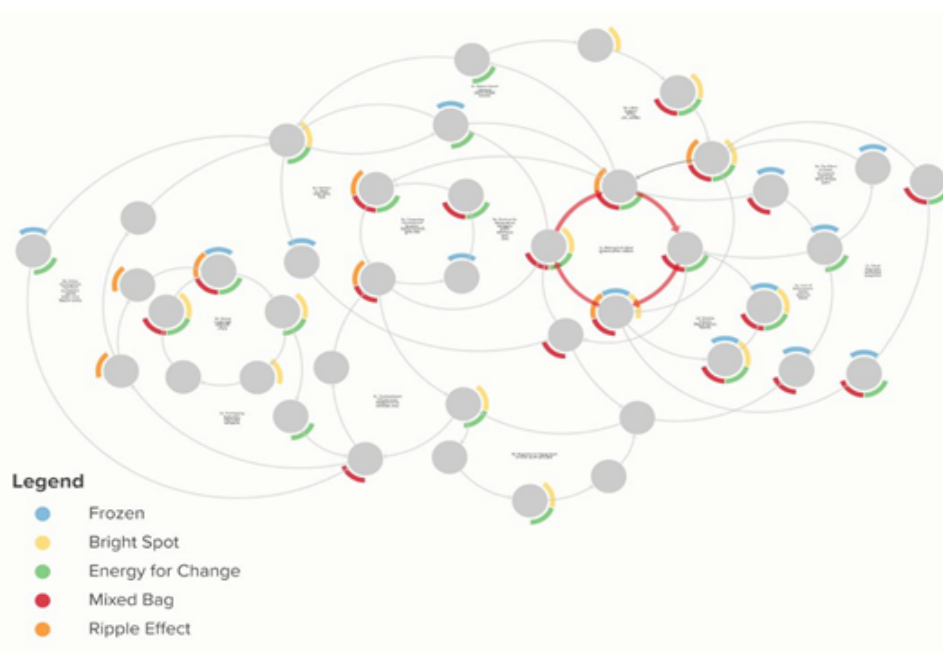
rooftop gardening and pond/water body renovation contributes to a climate resilient city, while the use of solar energy positively promotes sustainability.

Day 2 Sessions & Outcomes

Professor Md. Ashiq Ur Rahman gave an overview of the first day's activities, and introduced everyone to the activities for day two.

Sharing the Leverage Flags

Erika combined all energies marked by the participants on day one and incorporated them into the context system map. All groups labeled the center of the map, known as the deep structure, with multiple types of energy, showing that they did not always agree on the system's dynamics.



The context system map, overlaid with leverage flags identified by participants.
Each color represents a different type of energy.

Action Canvas

Participants were divided into six groups, and assigned one title from the previous day's leverage canvas. Each group was presented with a "how might we" statement designed to encourage participants to think in a collaborative, multi-sectoral way, taking into account as many system elements as possible. The six statements were, "how might we..."

- Support leadership, governance, and communication for sustainable, resilient development.
- Create equitable access to built infrastructure and social services across the city.

- Incentivize sustainable natural resource management by government, businesses, and communities.
- Support outreach, communication, and collaboration with Khulna citizens.
- Reduce pollution in the face of regular waterlogging and water scarcity.
- Make Khulna an example city for climate resilience.



Workshop participants discuss the action canvas activity. Photo credit: BRAC

Groups were given two hours to brainstorm and propose plans that could be incorporated into the Khulna City ARC work plan. The session concluded with group presentations. Some interesting ideas presented by the groups included:

- Citizen feedback platform: community groups for government accountability and feedback (application based and physical).
- Service providers collaboration platform: user-friendly database and coordination (app based, in-person meetings).
- Sustainable industry: job training and business support for a sustainable private sector.
- Capacity building: strengthening leadership and technical skills of staff within KCC (topics were not specified during the session).
- Access to services: accessible health, nutrition, and transport.
- Economic activity: green jobs, and non-traditional livelihoods for women and youth.
- Waste management: awareness raising around litter and drainage system improvements.
- Water management: rainwater harvesting, and wastewater for agricultural irrigation.
- Celebrating heritage: city branding to celebrate heritage sites and culture to increase social cohesion and tourism.
- Water body restoration and riverside infrastructure: drive economic activity, create green spaces, encourage culture of caring for nature.
- City services: public toilets, transportation, open space, planned tree plantation, possibility of addressing challenges through public/private partnerships.
- Renewable energy solutions: explore solar and hydroelectric options.

Closing

In the closing session, high ranking officials from KCC thanked the participants for actively participating in the Leverage and Action Workshop. They also highlighted the importance of increasing institutional capacity to enhance development programs and involving youth in decision-making by increasing their capacity through training and skill development. They discussed the challenges KCC faces, and some possible solutions. Finally, all the participants were thanked again for ensuring multi-sectoral collaboration.

Moving Forward

Opportunities and leverage areas for climate resilience in Khulna City were successfully identified throughout the session. The next step is to put into action the plans that have been outlined both by KCC and workshop participants. Strengthening institutional capacities, engaging young people, and maintaining cross-sector partnerships are all crucial for successful execution. The next four years will be important for the successful implementation of the ARC project in Khulna, therefore constant monitoring and adaptation will be required.

The ARC and KCC team will have a series of meetings to discuss and finalize key action steps for the next four years (2023-2027). The USAID Bangladesh Mission will also be consulted during the work plan finalization stage. These action steps will be further detailed in a yearly work plan to make Khulna into a more resilient city.

Annex 1

Workshop Agenda

Day 1: October 30, 2023		
9.30-10.00 AM	Welcome and Registration of Participants	ARC Project Team
10.00-11.15 AM	Opening Session	Presenting by Rezbina Khanam (Rikta), Architect, KCC
10.05 AM	Introductory Speech by Moderator	Rezbina Khanam (Rikta), Architect, KCC
10.10 AM	Opening Remarks (online)	Jahid Faruque, Geospatial Information Analyst, USAID Bangladesh
10.20 AM	Recorded Speech about ARC	Amanda Pomeroy-Stevens, Project Director, ARC Project
10.25 AM	Presentation of the Outcome of First Workshop	Farhana Afroz, Assistant Deputy Director, ARC Project
10.35 AM	KCC's Recommendation for Khulna Work Plan	Md. Abir Ul Jabbar, Chief Planning Officer, KCC
10.45 AM	Recommendation for Khulna Work Plan	Prof. Dr. Md. Ashiq Ur Rahman, Head of the Discipline, Urban and Rural Planning Discipline, Khulna University
10.50 AM	Special Remarks	Moshiuzzaman Khan, Chief Engineer, KCC
10.55 AM	Special Remarks	Md. Abdullah, Managing Director, Khulna WASA
11.00 AM	Remarks by Chief Guest	Talukder Abdul Khaleque, Honorable Mayor, KCC
11.10 AM	Vote of Thanks	Laskar Tazul Islam, CEO, KCC
11.15-11.30 PM	Tea Break	
11.30-11.45 PM	Why Are We Here? <ul style="list-style-type: none"> • ARC Project in Khulna: Objectives and Strategies • Introducing the Format of the Workshop 	Farhana Afroz and Ziaur Rahman
11.45-12.30 PM	Review of System Map <ul style="list-style-type: none"> • Presentation and Discussion on the Context Map • Clarifications and Questions from Participants 	Farhana Afroz Abbie Condie Gazi Golam Mohammad Erika Ireland
12.30-1.15 PM	Assessing Energy in the System	Abbie Condie

1.15-2.00 PM	Lunch Break	
2.00-3.30 PM	Completing the Leverage Canvas	Farhana Afroz Utpal Kumar Das
3.30-4.30 PM	Group Presentation	All Participants
4.30-4.45 PM	Summarizing the Identified Leverage Points & Next Steps	Farhana Afroz Abbie Condie
4.45-5.00 PM	Next Steps: Effective Action Planning	Farhana Afroz Ziaur Rahman
Day 2: October 31, 2023		
9.00-9.15 AM	Summary of Day 1 and Agenda for Day 2	Professor Dr. Md. Ashiq Ur Rahman Utpal Kumar Das
9:15-10.00 AM	Sharing the Leverage Flags: Areas to Look Out For During Action Planning	Abbie Condie Erika Ireland
10.00-10.15 AM	Guidance on Action Canvas	Farhana Afroz Gazi Golam Mohammad
10:15-10:30 AM	Question & Answers	Farhana Afroz Abbie Condie
0.30-10.45 AM	Tea Break	
10.45-12.15 PM	Group Work <ul style="list-style-type: none"> Developing a Set of Coherent Actions Filling Out the Action Canvas 	Farhana Afroz Ziaur Rahman
12.15-1.40 PM	Group Presentation & Discussion	Farhana Afroz Abbie Condie
1.40-1.45 PM	The Next Steps	Farhana Afroz
1.45-2.00 PM	Closing Remarks	Laskar Tazul Islam, CEO, KCC
2.00PM	Lunch	

Annex 2

List of Participants

No.	Name	Gender	Position & Organization
1	Talukder Abdul Khaleque	M	Mayor, KCC
2	Adv. Memory Sufia Rahman Sunu	F	Pannel Mayor, KCC, Khulna
3	Md. Jakir Hosen Biplab	M	General Secretary, Motor Shromik Union, Khulna and Councilor, ward no 19, KCC
4	Md. Aminul Islam Munna	M	Councilor, Ward no 15, KCC, Khulna
5	Md. Ali Akbar (Tipu)	M	Councilor, Ward no 25, KCC, Khulna
6	Md. Sheikh Mohammad Ali	M	Councilor, Ward no 05, KCC, Khulna
7	Laskar Tazul Islam	M	CEO, KCC
8	Moshiuzzaman Khan	M	Chief Engineer, KCC
9	Md. Abdullah	M	Managing Director, Khulna WASA
10	Md. Abir Ul Jabbar	M	Chief Planning Officer, KCC, Khulna
11	Md. Anisur Rahman	M	Chief Waste Management Officer and Conservancy Officer, Khulna
12	Dr. Swapon Kumar Halder	M	Chief Health Officer, KCC, Khulna
13	Nishat Tasnime	F	Assistant Town Planner, KCC, Khulna
14	Rezbina Khanam	F	Architect, KCC, Khulna
15	Shanzida Begum	F	Chief Revenue Officer, KCC, Khulna
16	Sazia Afren Siddiqui	F	PO, Department of Women Affairs, Khulna
17	Nishat Anjum	F	Assistant Engineer, LGED, Khulna
18	Khan Motahar Hossain	M	DD, Department of Social Service, Khulna
19	Md. Parvez Mollah	M	AD (Admin & Loan), Department of Youth and Sports, Khulna
20	Sanjay Kumar Das	M	DD Horticulture, Khulna
21	Md. Emdadul Haque	M	DD Department of Environment, Khulna
22	Md. Amirul Azad	M	Assistant Meteorologist, BMD, Khulna

23	Abu Soyem Shafiul Islam	M	Assistant Engineer, Water Development Board, Khulna
24	Md. Abdul Karim	M	District Relief & Rehabilitation Officer, Khulna
25	Md. Walif Hossain	M	Staff Officer, Fire Service and Civil Defence, Khulna
26	Tarikul Islam Khan	M	DGM, Metro, BTCL, Khulna
27	Golam Motafa	M	PRA, KCC, Khulna
28	Md. Zahangir Alam	M	Senior Teacher, Govt. Coronation Secondary Girls School, Khulna
29	Prof. Dr. Md. Ashiq Ur Rahman	M	Head of the Discipline, Urban and Rural Planning Discipline, Khulna University
30	Dr. Sheikh Serajul Hakim	M	Professor and Head, Architecture Discipline, KU, Khulna
31	Md. Zakir Hossain	M	Professor, Urban and Rural Planning Discipline, Khulna University, Khulna
32	Md. Esraz-UI-Zannat	M	Ph.D Researcher, Cities Research Institute, Griffith University, Australia
33	Jobayer Ahmed Khan Joba	M	Publicity and Publication Affairs Secretary, Bangladesh Awami League, Khulna District Unit
34	Ad. Taslima Chonda	F	BNP, Khulna
35	Uttam Mondol	M	Journalist, Daily Prothom Alo, Khulna
36	Mahabubar Rahman	M	Senior Program Manager -SDRR Project, World Vision Bangladesh
37	Rubaiat Hasan	M	Regional Manager, SPL, Khulna
38	Asif Ahmed	M	National Consultant, WHO, Khulna
39	Probitro Kumar Mondal	M	Project Coordinator, Caritas Khulna
40	Mohammad Mustafa	M	Town Manager, LIUPC, UNDP
41	Shibani Chakrabarty	F	Project Manager, DSK
42	Swapon Kumar Das	M	Executive Director, Dalit (local NGO work for Dalit)
43	Sazal Ahmed	TG	Vice president, Nokhottra Jubo Manob Kollayan Shongho Transgender-led CSO
44	Sabrina Parvin	F	Chairperson, CDF (lead low cost climate resilient housing project)
45	ATM Zakir Hossain	M	ED, JJS

46	M. Mostafizur Rahman	M	Assistant Director, Nabalok
47	Mafuza Pervin	F	SFC, ACDI/VOCA, Khulna
48	Md. Mazharul Islam	M	M&DO, Shushilon, Khulna
49	Mohammad Ahsanullah	M	Manager, BRAC
50	Sajal Kumar Saha	M	PM, UDP, BRAC
51	Talha Tasnim	M	ERP, UDP, BRAC
52	Yasna Rahman	F	ERP, UDP, BRAC
53	Erika Ireland	F	MERL Officer, ARC/JSI
54	Alexandra Cohen	F	MBD, BRAC USA
55	Abbie Condie	F	Qualitative MERL Advisor, ARC/JS
56	Ziaur Rahman	M	Senior Project Coordinator, ARC/JSI, Khulna
57	Farhana Afroz	F	ADD, ARC BRAC
58	Utpal Kumar Das	M	MERL and Communications Officer, ARC BRAC
59	Gazi Golam Mohammad	M	City Officer, ARC BRAC, UDP, Khulna
60	Abu Bakar	M	O-F,A & L , ARC BRAC UDP, Khulna
61	Smrity Rani Mondol	F	Community Mobilizer, ARC BRAC, Khulna
62	Saiara Lamia Sarah	F	ARC Intern
63	Araf Al Mehedi	M	Student, Khulna University, Khulna
64	Munira Afroz Tithi	F	Student, Khulna University, Khulna
65	MD Faisal Islam	M	Student, Khulna University, Khulna
66	MD Sazzadul Islam	M	Student, Khulna University, Khulna
67	Taufiqur Rafi	M	Student, Khulna University, Khulna
68	Soma Debnath	F	Student, Khulna University, Khulna
69	Shifat Sharmin Pala	F	Student, Khulna University, Khulna
70	Rabeya Sultana Oishi	F	Student, Khulna University, Khulna
71	Maliha Hassan	F	Student, Khulna University, Khulna
72	Chinmoy Chakroborty	M	Student, Khulna University, Khulna

Annex 3

Press Coverage and Social Media



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