

SOLVING COMMUNITY PROBLEMS THROUGH PARTICIPATORY PLANNING: ROLE OF CBO (A CASE STUDY OF MONIPURIPARA, DHAKA)

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Abstract: Dhaka, the capital of Bangladesh, has undergone rapid urbanization in an unplanned manner over the years. The high growth rate of urban population has made the city unable to cope with the changing situations of urban life. This large proportion of urban community is bestowed with various types of problems throughout their daily life. This paper provides an overview of the existing problems at community level in an urban area through PRA (Participatory Rural Appraisal) approach. In this research, an attempt has been made to investigate the physical and social characteristics of the community, activities of the Community Based Organization (CBO), its relationship with other institutions and stakeholders, existing problems of the community, the underlying causes and effects of those problems etc. Finally some internal and external factors reflecting the prospects and limitations of the community, possible solutions of the problems have also been discussed in this research.

CBOs are nonprofit groups that work at a local level to improve the standard of life for residents within the community. A CBO can hold a great role for the overall improvement of a community and can also be used as means to route information and other resources for improving the living conditions in a community. The CBO of Monipuripara residential area of ward no. 27 of Dhaka City Corporation North, named “*Monipuripara Kallyan Samiti*” has been selected for this study. Different PRA tools have been used (i.e. social and resource map, time line, pair-wise ranking, cause-effect diagram, Venn diagram, SWOT analysis) to identify and evaluate the problems, obstacles, prospects and solutions toward a self-sustained and convenient community as a whole. The research identifies that the community leaders of the study area and *Monipuripara Samabay Samiti* (an organization, providing microcredit facility) have great influence on the CBO. They take almost all decisions in CBO considering others’ opinion. It is revealed from the local residents that the community

faces several problems among which traffic congestion, increased number of roadside hawkers and inadequate community services are severe. Key Informant Interview has been also conducted to verify the identified problems and cause-effects of those problems.

Throughout the research the mass people and the CBO of this locality have been facilitated to share, enhance and analyze the knowledge of their own neighborhood. However, the community itself affirms possible solutions for the associated problems and some recommendations have also been drawn by the facilitators considering the strength and weakness of the community to reach to a credible conclusion.

Keywords: Community; Community Based Organization (CBO); Dhaka North City Corporation (DNCC); Participatory Rural Appraisal (PRA)

INTRODUCTION

Community development means an improvement in the quality of life of the community people. Community based organizations (CBOs) are nonprofit groups that work at a local level to improve the standard of life for residents within the community [1]. In Bangladesh these small organizations provide various services towards the development of a community and can also be used as means to route information and other resources for improving the living conditions in a community. However, these organizations are constrained from providing a more diverse range of services to their communities due to certain basic weaknesses [2]. Many CBOs exist in the urban community of Dhaka city, but not all of these are government registered organizations. These CBOs also lack strong coalition with the local and central authority. The inhabitants of Dhaka city face various types of problems every day. In most cases the local problems are cumulatively contributing to major problems of a city. So, solving the local or community level problems will lead to solve the big

and city level problems. Government or concerned authority may suggest plans to solve the problems. But these plans will be effective only when the plans will be applicable to the community. So, in formulating guidelines for solving community problems local level consultation and participation is very important. On the other hand, no problems can be solved only by formulating plans; those plans have to be implemented. To implement the development plans the role of local people is very important, because those problems are their own and they know the best way to get rid of those problems. That is why local level participation is a major issue in local area improvement.

Participatory Rural Appraisal (PRA) is an approach for shared learning between local people and outsiders [3]. This participatory approach is now being applied in a wide range of social and ecological contexts, both in rural and urban areas. Since, it doesn't require any technical knowledge, so can be easily implemented in a locality for incorporating local knowledge who are not planning experts. In this study, the problems of an urban community have tried to identify and solve in a systematic manner using Participatory Rural Appraisal (PRA) techniques. Though this technique is mainly used for development of rural areas, some of its tools can also be used for the same purpose in urban areas. Addressing the problems of the community the study focuses on the role of CBO in problem resolution. A well known community organization named '*Monipuripara Kallyan Samiti*', in the DNCC area has been selected to conduct the study. The main focus of this study is to identify the major problems of community, causes and effects of the problems and finally to have some suggestions for possible solutions of the problems through the involvement of the community.

MATERIALS AND METHODS

Development of a community depends largely on the activities performed by the Community Based Organization (CBO) of that locality. Taking into consideration of various activities performed by a CBO for the improvement of the community, a study area was chosen. The whole study was conducted using various tools of Participatory Rural Appraisal (PRA) method by involving the local residents, which helped obtaining information about that locality. To get an overview about the physical and social characteristics of the study area, some space related PRA tools such as, transact walk, social and resource mapping were used. Time line and Daily activity schedule were used to get the chronological history of the community. Venn diagram tool was used to investigate the relationship of the CBO with its surrounding organizations/influential persons (public and private) both inside and outside the community. Then a PRA relation method of Pair-wise ranking was applied to prioritize the problems that exist in that community, while cause-effect diagram was used to find the causes and effects of those identified problems. Finally, the potentiality and limitations of the community regarding the solution of the problems was investigated with the help of SWOT analysis.

STUDY AREA PROFILE

Location

The selected CBO for this study was *Monipuripara Kallyan Samiti*. Monipuripara is one of the eminent residential areas in Dhaka city, which is located in ward no. 40 (new 27, North Dhaka City Corporation). This area is like an island in the midst of four main roads; Airport road in the East, Bijoy Sharani in the North, Begum Rokeya Sharani in the West and Khamar Bari Shorok in the South.



Figure 1: Location of Study Area (Monipuripara)

Activities of the CBO

Monipuripara Kallyan Samiti was mainly established for improving the security condition of the community. After the formation of the community, it conducted many other social and physical planning activities

- Maintain liaison with various government organizations for community improvement.
- Widening of road, involving local people and personnel from concerned authority.
- Internal traffic management program to avoid congestion.
- Relief program in time of severe disaster.
- Arrangement of cultural programs within the community at different occasion.

Historical Profile of the Study Area

Monipuripara Kallyan Samiti has a historic background of its formation. The community was strong enough to provide brotherhood among the residents of the community. In early 1970, some community clubs were formed by the youth residents of this area only for arranging recreational and cultural activities. The construction of high rise buildings was started in early 1980 replacing the old two storied buildings. After that the concentration of

the inhabitants increased. The number of outsiders grew larger rather than the old community residents. The internal security of the community deteriorated and the old residents felt the necessity of an organization which will improve the security system of the community. As a response a convener meeting was held in 1996 to initiate the activities of the CBO, which was named *Monipuripara Kallyan Samiti* and elect the active members of this CBO. The CBO started its functions actively in 2004 by registering the organization and hiring eligible security guards from Ansar and VDP (Village Defense Party) troops. The gates at every entrance of the community were installed along with helping booth to watch the residents and outsiders' activities as well as to help the visitors. The initial requirement was then fulfilled and the residents realized that the CBO is effective enough to solve other problems of the community. After the formation of *Monipuripara Kallyan Samiti*, it maintained communication with the local commissioner office. The entire sewerage line was reconstructed under the supervision of *Monipuripara Kallyan Samiti* in 2009. In 2011 the committee decided to widen the community road up to 16 feet.

Table 1: Timeline of *Monipuripara Kallyan Samiti*

Year	Key Incidents
1962	<ul style="list-style-type: none"> A children's club was formed named 'Mukul Fouz'. It was the only club in the community at that time which was mainly for the cultural activities of the children.
1963	<ul style="list-style-type: none"> 'Tejgaon Farm Government Primary School' was established.
1973	<ul style="list-style-type: none"> 'Khelaghor' club was established. It was mainly for the learning and practice place for extracurricular activities of the children.
1974	<ul style="list-style-type: none"> 'Monipuripara Youth Club' was formed to reorganize the community after Liberation War.
1980	<ul style="list-style-type: none"> Low rise buildings were transformed into multistoried buildings.
1996	<ul style="list-style-type: none"> First convener meeting held to initiate the activities of '<i>Monipuripara Kallyan Samiti</i>'. The purpose of this initiative was to improve the security system of the community as security of the community started deteriorating after '80s. First election of '<i>Monipuripara Kallyan Samiti</i>' was held.
2003	<ul style="list-style-type: none"> First executive committee of <i>Monipuripara Kallyan Samiti</i> was formed.
2004	<ul style="list-style-type: none"> "<i>Monipuripara Kallyan Samiti</i>" was registered. The government registration no. is Dha-07613. Security guards were appointed to enable effective security system. Seven gates were built at the boundary of the community and thirteen <i>Sheba Booths</i> were established within the community.
2005	<ul style="list-style-type: none"> Permanent office was constructed for "<i>Monipuripara Kallyan Samiti</i>".
2007	<ul style="list-style-type: none"> '<i>Monipuripara Samabay Samiti</i>' was formed to raise fund for different social activities.
2009	<ul style="list-style-type: none"> Water and sewerage line were reconstructed within the community.
2011	<ul style="list-style-type: none"> Initiative for Road widening up to 16 feet was started.

Social and Physical Characteristics of the Study Area

In case of an urban area it is quite difficult to differentiate the social resources and physical resources separately. Therefore in this study, the social and resource mapping has been done simultaneously. There are various types of educational, health, community facilities etc in this area. There is a nursery school and two primary schools, namely *Bacha* Primary School and Tejgaon Firm Government Primary School. The government school is the oldest school of this locality. This school is also used as community center for celebrating different occasion like Eid, *Pahela Boishakh*, community meeting etc. The local people consider this school as one of their most significant resources. There is a psychiatric hospital and a health clinic in this area for serving the local people on health issue. There are also some community organizations like mosques, madrasa, NGOs, CBO office etc. But the area does not have any open space or play field for the children. The CBO has placed 7 gates in the periphery of the study area. These gates are operated by the security guards. Besides these, there are 13 *Sheba Booths* inside the locality (see Photo 1). One staff is appointed to each of these booths to supervise the area and to provide information whenever needed. This facility helps out to reduce any kind of mischief or crime in the locality. According to the local people these *booths* are another important resource. Apart from various types of facilities, there are some social groups in this community. Although most of the people are Muslim in this locality the presences of the Christian inhabitants are also prominent. There is a place in

Monipuripara named *Christian para* (Fig. 2) where these Christian residents have been living for many years. There was never any dispute between these two social groups.

The physical features of the study area are very much diversified. A variety of land use pattern was observed as the study area is surrounded by main roads in all four sides. On the west side, the buildings besides the roads are used for commercial purpose. Again on the east side there is Airport super market and a shopping complex. Other buildings are mainly residential inside the locality. Most of the buildings belong to the middle income people; only few portions of the area are identified as low income area having tin shaded semi *pucca* structures. Moreover there is staff quarter besides the International Jute Research Group. The roads of the study area are *pucca* but they are quite narrow. To avoid the traffic congestion inside the locality, the CBO has appointed some security guards and also have placed some traffic signs for controlling the illegal parking (see photo 2). According to the participants, the northern part of the community is low lying, which include the *Christian para*. During the flood and heavy rainfall the water gets logged in this area up to 1 foot. These water logging area are shown in Figure 2. It takes nearly a day to drain the water depending on the intensity of the rainfall. Grocery shops are also identified in the social and resource map. Most of these shops are developed in a linear pattern on both sides of a road. In addition to this, there are also one rickshaw garage and one car garage in the locality. According to the participants, most of the land belongs to the individual owner. But now-a-days the percentage of the developer's activity has started to increase.

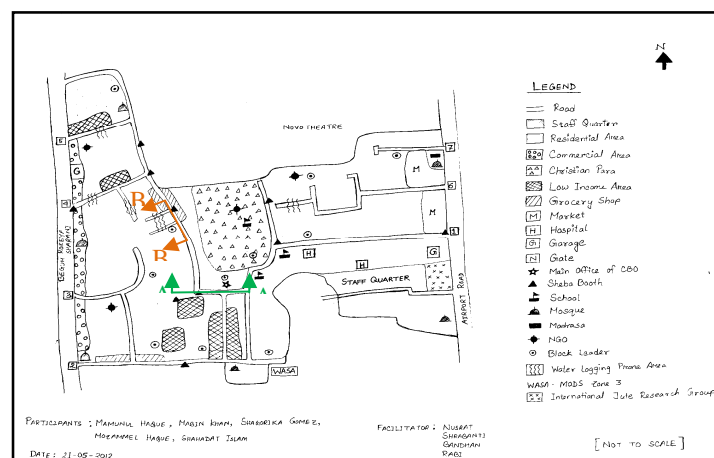


Figure 2: Social and Resource Map of Monipuripara Prepared by Local People



Photo 1: Sheba Booth

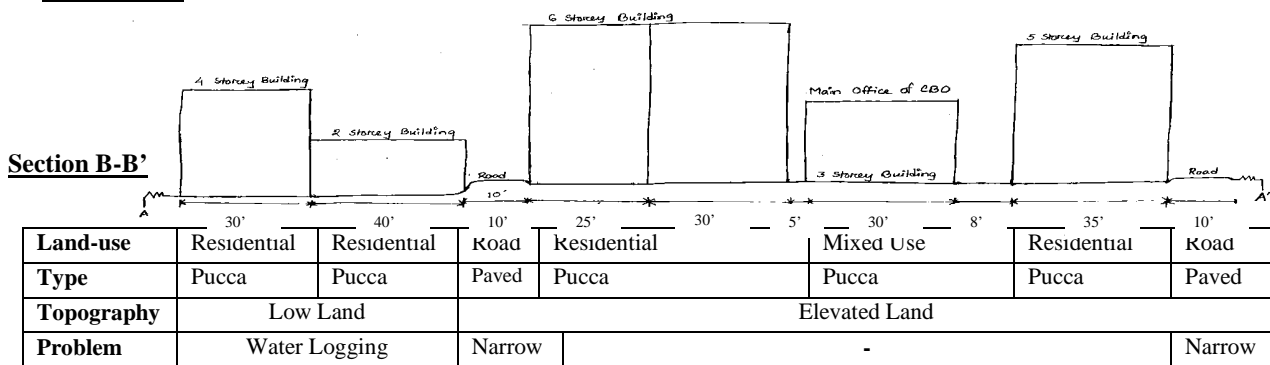


Photo 2: Traffic Sign in the Locality

Topographical variation

The main topographical variations and other important features as well as resources of this area were discovered from a transect walk, which was facilitated by one of the chief security guards of the CBO. During the transect walk, two sections (i.e. Section A-A' and B-B') were taken in the north-south direction of the study area (Figure 2), to observe the land-use type, topography and problem faced in that particular area. These transect diagram has been shown in Fig. 3.

Section A-A'



Section B-B'

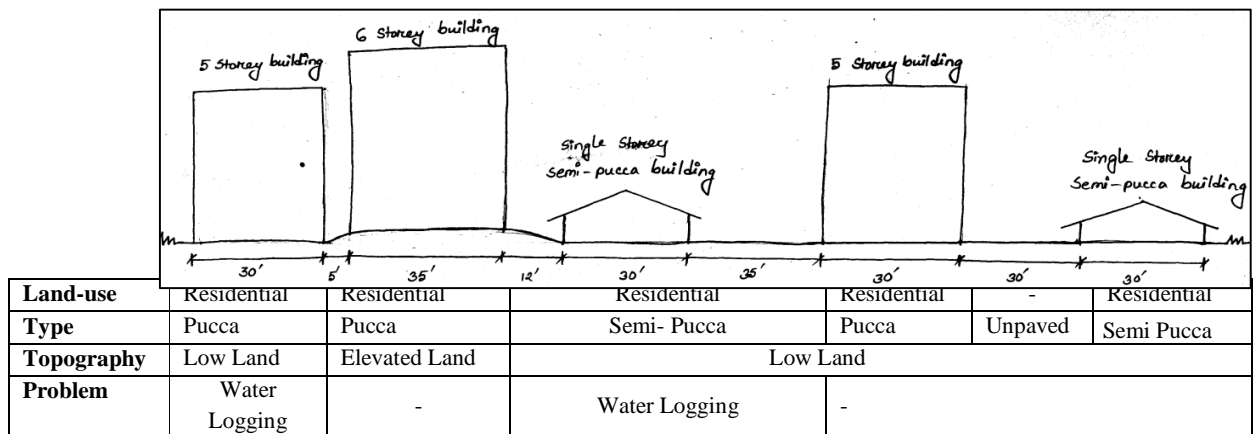


Figure 3: Transect Walk through the Study Area across Section A-A' and Section B-B'

INSTITUTIONAL RELATIONSHIP OF THE CBO

No organization can run individually without any collaboration with other institutions. Thus a CBO has to build relationship with the people and various government and non-government institutions within and outside the community for its better functioning.

Due to the presence of various institutions and organizations inside and outside the community, *Monipuripara Kalyan Samiti* has also built interactions with various individuals and institutions. The community has several schools among which *Bacha School* has greater influence, as it creates traffic jam within the community at peak hours. But the school authority is not interested enough to collaborate with the CBO to solve this problem. That is why the CBO has no direct relation with this institution. But the scenario is different in case of the Government Primary School of the community. CBO uses this institutional building for any kind of public assembly and as a community center as well. But this

primary school does not involve in the CBO activities. That is why there is a strong one way relationship with CBO and Primary School. Besides these, there is a cooperative organization in the community, operated by the CBO and community leaders. There a strong two way relationship exists among the CBO, community leaders and the cooperative organization. The CBO does not interfere with the activities of the shopkeepers and the girls' hostel, but they have access to the CBO regarding any kind of difficulties, which indicate a one way relationship between CBO and those communities. The outside institutions such as police station and ward commissioner office also have influence on the CBO. But the CBO has developed so strongly within and outside the community that the representatives from those institutions maintain good affiliation with the CBO.

For the better understanding of the relationship a Venn diagram has been given below in Fig. no 4.

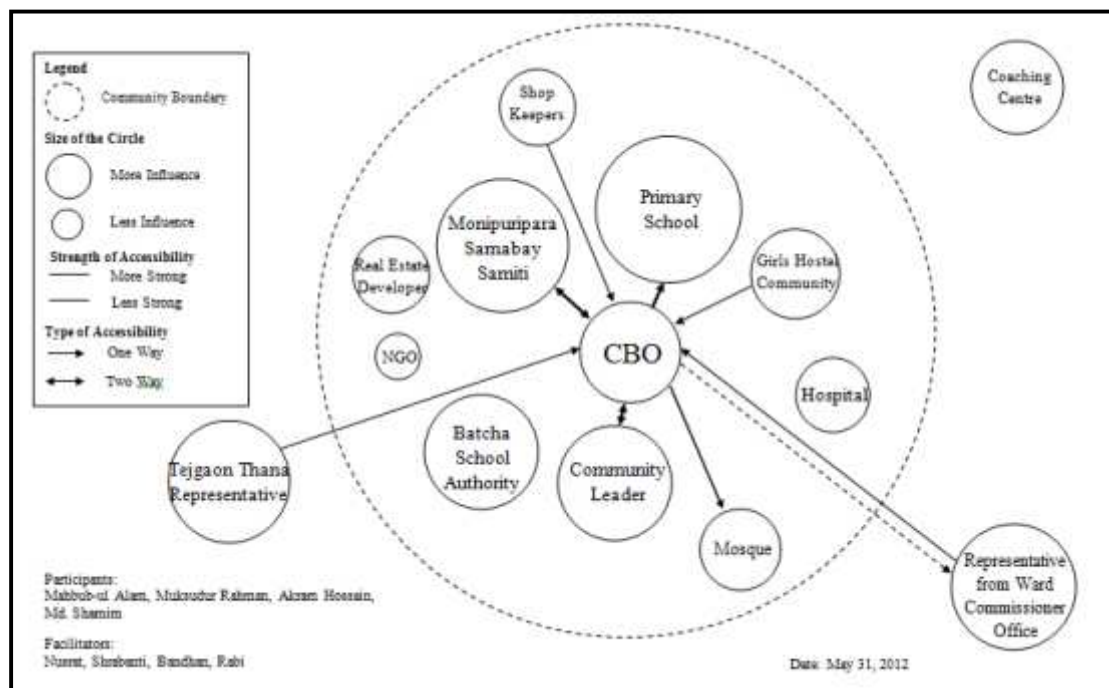


Figure 4: Venn diagram of *Monipuripara Kalyan Samiti*

PROBLEM IDENTIFICATION AND RANKING

Every community has to face various kinds of problems, some of these are temporary and some are enduring. The existing problems of *Monipuripara* community have been through Focus Group

Discussion (FGD) with the participants of that locality. Then from the identified problems three high ranked problems have been found out using Pair-wise ranking method (Table 2).

Table 2: Pair-Wise Ranking: Problem Prioritization of Monipuripara Community

Problems		1	2	3	4	5	6	Priority Frequency	Rank
		Traffic Congestion	Water Logging	Roadside Hawker	Inadequate Community Service	Increased Number of Hostel	Sewerage and Drainage		
1	Traffic Congestion	X	1	1	1	1	1	5	1
2	Water Logging		X	3	4	5	2	1	
3	Roadside Hawker			X	3	3	3	4	2
4	Inadequate Community Service				X	4	4	3	3
5	Increased Number of Hostel					X	5	2	
6	Sewerage and Drainage						X	0	

From the pair-wise ranking matrix (Table 2), following problems are the high prioritized problems of the study area-(i) Traffic congestion (ii) Roadside hawker (iii) Inadequate community service

After identifying the major problems, the causes and effects of those problems have been discussed with the participants and thereby portrayed in cause-effect diagram. The daily patterns of those problems have also been depicted. Later location maps of the problems have been prepared for detail analysis of the possible solution.

TRAFFIC CONGESTION

Traffic congestion has been ranked as the most significant problem of the study area. The intensity of this congestion varies widely throughout the day. This problem greatly hampers the activities of the inhabitants of the community.

Cause-Effect Analysis of Traffic Congestion Problem

In the Cause-Effect diagram (Fig. No. 5), some causes and their effects of traffic congestion in the study area have been explored.

Causes

Narrow Road

In the study area, the prime cause behind the problem of increased traffic congestion is the narrow road. The highest road width of this community is about 14 ft to 16 ft. Most of the roads are so narrow, that a car and a rickshaw cannot pass at the same time. Due to unplanned development there is not enough space for the construction of road. Moreover the rapid development of the area has augmented this situation.

Poor road surface

Poor road surface of the study area is another cause of this traffic congestion. Although the roads are repaired by the Dhaka City Corporation (DCC), owing to lack of maintenance this road surface gets damaged. In addition to this, the water logging in the low lying area (particularly in the *Christian Para*) and the ongoing construction works of various buildings inside the community are also responsible for this poor road surface (Case Study 1).

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Photo 3: Narrow road inside the community



Photo 4: Poor road Surface

Poor Traffic Management

According to the participants poor traffic management is also a cause of this problem. Because of insufficient traffic controller, the traffic inside the community is not managed properly (Case Study 2).

Existence of Traffic Generator

The *Bacha School* (English medium school) of this community is considered as a major traffic generator. A large number of students from different area come to this school and creates traffic jam. As this school

has two shifts, so the congestion gets severe during the opening and closing of each shift.

Impatient Driving

The impatience of the drivers also creates congestion. Sometimes the drivers are so restless that they do not wait as well as don't let another vehicle to pass the road. For this impatience they have to wait long in the road.

Roadside Hawker

The roadside hawkers in this community occupy the road and reduce the effective width of the road. This also creates traffic congestion.

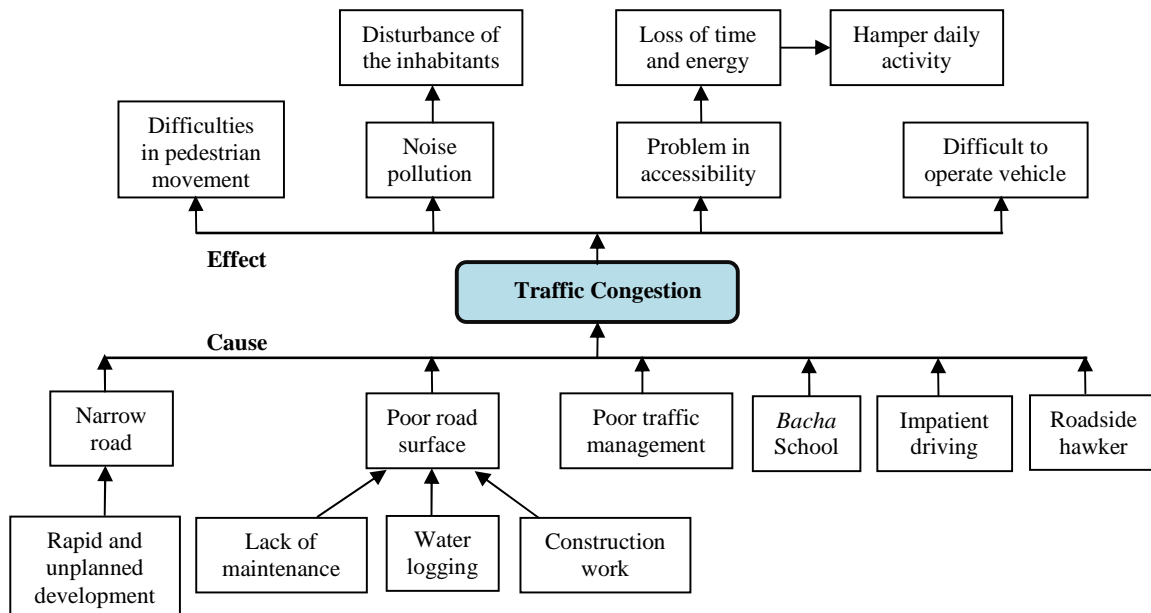


Figure 5: Cause-Effect Diagram for Traffic Congestion

Table 3: Daily Schedule of Traffic Congestion

Time \ Days	Weekdays	Weekends	
	Sunday, Monday, Tuesday, Wednesday, Thursday	Friday	Saturday
7:00 AM – 9:00 AM	● ● ● ● ● ●		
9:00 AM – 11:00 AM	● ●		●
11:00 AM – 1:00 PM	● ● ● ● ● ● ● ●	● ●	● ●
1:00 PM – 3:00 PM	● ●		
3:00 PM – 5:00 PM	● ● ● ●	●	●
5:00 PM – 7:00 PM	● ● ●	●	●
7:00 PM – 9:00 PM	●		

Legend: ● - Intensity of congestion
Scale 1 – 8 (Low to High)

Effects

Difficulties in Pedestrian Movement

The traffic congestion creates difficulties in pedestrian movement. As there is no footpath in the community, the people have to walk on the road. Due to this traffic congestion people cannot move or walk freely. This creates inconveniences for them.

Noise Pollution

Noise pollution is another effect of this problem. The drivers blow the horns while waiting in the traffic congestion, this creates extreme noise pollution. As it is mainly a residential area, so the residents are very annoyed with this noise pollution. Moreover, it also reduces the efficiency of the inhabitants.

Problem in Accessibility

Owing to this traffic congestion, sometimes people face problem to get access to their respective destinations. This results in loss of time and energy, which in turn hamper the daily activities of the people.

Difficult to operate vehicle

For this traffic congestion it becomes difficult to operate the vehicle inside the community.

Daily Schedule of Traffic Congestion

The daily schedule of the traffic congestion has been depicted in Table 3. In this activity schedule, the intensity of traffic congestion has been portrayed in terms of different period of time on the weekdays and the weekends.

From table 3 it can be seen that, the problem of traffic congestion is severe on the weekdays, while on the weekends it is very negligible. On the weekdays, during 7AM - 9 AM the morning shifts of schools start. So, the movement of the students towards the schools from different areas creates traffic congestion. More over the office going people also start for their respective destination within this time period, which exaggerates the traffic congestion. From 9 AM – 11AM the congestion is not that much intense, but it turns out to be most severe during 11 AM to 1 PM in the weekdays. The evening shifts of the schools in this area start from 12 PM. This creates huge congestion in the locality that even the traffic controllers of the CBO become puzzled while dealing with this traffic. So this is the highest peak period for traffic jam of this area. Then 1 PM to 3 PM is the off-peak period of traffic congestion here. In the

afternoon, the evening shifts of schools end, so the parents come to fetch their children. Some of them park their car on the road which creates some congestion. But the state of traffic congestion is very negligible during this time period on the weekends. During 5 PM to 7 PM the office goers return home. On the weekdays, most of the students also return to the hostels from their coaching during this period. So it creates slight congestion in the locality.

Description of Location Map of Traffic Congestion

In the following figure (Fig. no 6) the spatial location of traffic congestion in the locality has been depicted. The narrow roads of the study area create traffic congestion within few minutes. On some of the roads of this area traffic congestion is seen throughout the day. This figure depicts the congestion prone roads of the locality. It can be seen from the figure that, this congestion prone areas are mostly near the schools. In addition to this, the road in front of the main office of CBO is also traffic congestion prone road. According to the participants, if the traffic controller moves away from this road then the congestion turns into worst. Again, the road with gate number 2 also gets congested in different time period of a day, mostly because of the roadside hawkers. To avoid congestion, the CBO has demarcated the road with gate number 5 only for entry and road with gate number 4 for exit only. There are also some roads where only rickshaws are allowed since these roads are too narrow for a car to pass through.

ROADSIDE HAWKER

Roadside hawker has been ranked as the second most problem faced by the CBO as well as the community. Although roadside hawkers in residential areas give some advantages to the residents, but in Monipuripara the increased number of hawkers has

created some negative effects. The unlimited ceiling for roadside hawker has accelerated the problem.

Cause-Effect Analysis of Roadside Hawker Problem

The causes and the effects (Fig. 7) of this problem are described below.

Causes

No Ceiling for Issuing Hawker's Card

Monipuripara Kallyan Samiti initiated a card issuing system for the roadside hawker within the community. Only the card holder hawker can enter into the community. But the card issuing system has no fix provision; they only need a guarantee or reference from any inhabitant of that community to get that card. As the ceiling for issuing the hawker's card is not fixed therefore the number of hawker is increasing day by day.

Preference of Home Delivery Services

These hawkers also provide home delivery services which are time-saving and convenient for residents, especially for the women of a household. The guardians who come to drop their children for school also buy their goods from these hawkers (Case Study 3). Although it has some positive aspects but community people has listed it as one of the important underpinning causes of increasing the roadside hawker in their community.

Inaccessibility to nearest Katcha Bazar

The study area is surrounded by the four major arterial roads and the nearest *katcha bazaar* is *Kawran Bazaar* which is about one kilometer away from the community. it is hardly accessible for the women to purchase the daily odds and ends. For these reasons they prefer to buy their goods from the hawkers.

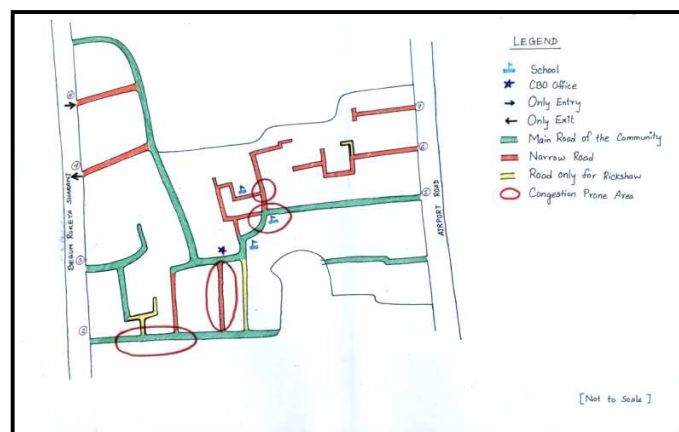


Figure 6: Location Map of Traffic Congestion



Photo 5: Card for the Hawkers



Photo 6: Home delivery service

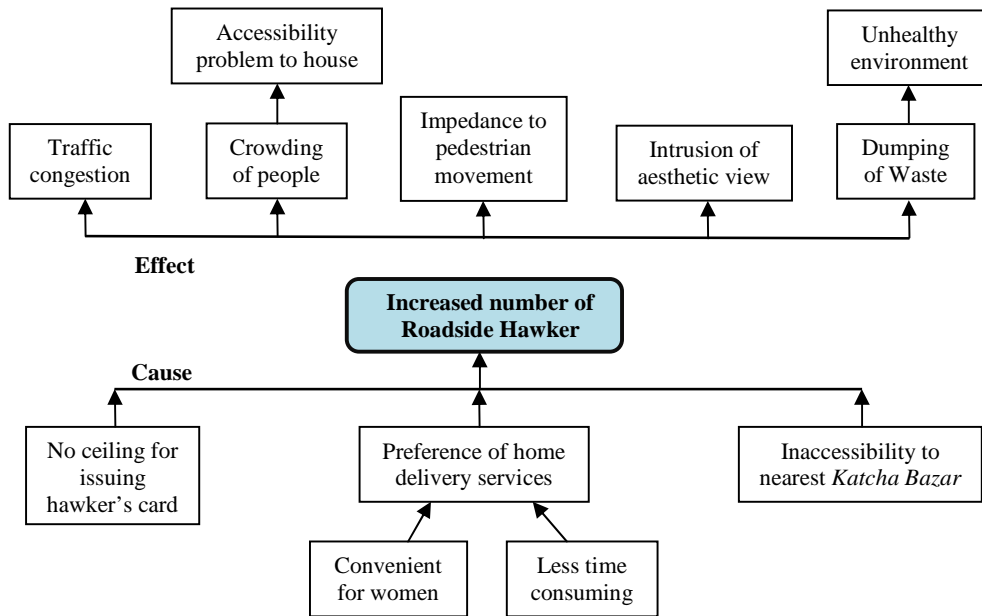


Figure 7: Cause-Effect Diagram for Roadside Hawker

Effects

Traffic congestion

The roadside hawkers encroaches a portion of the road and it creates traffic congestion, while the buyer stands by the road. Passing of two rickshaws even faces difficulties during that time.

Crowding of people

Crowding of hawkers and buyers is fostered and this creates noise intrusion. It is also a problem for the dwellers to access their houses when the crowd takes place just at the entrance of their house.

Impedance of Pedestrian Movement

There is no provision of pedestrian pathways in the study area. Pedestrian and vehicles simultaneously

share the right of way, which usually creates problem in movement. And the situation becomes worst when the hawkers also seize a share of the road with their stuffs.

Intrusion of Aesthetic View

The community people also listed the roadside hawker as a problem for the aesthetic view of the community.

Dumping of Waste

Roadside hawkers dispose the squander, waste water of the vegetables and other perishable things on the road and adjacent lands directly. This generates odor problem and creates unhealthy environment both for the road user and the inhabitants of this area.

Daily Activity Schedule of Roadside Hawker Problem

The intensity of this problem on a daily basis is given below in daily activity schedule (Table 4). The roadside hawkers come into the study area from adjacent locality. They are mostly seen along the road connecting to Gate no. 2. The concentration of these hawkers is lower in weekends than in weekdays. They come to the area during 10 AM- 11 AM and start roaming the area as housewives start cooking food at this time. The scenario is same for weekdays and weekends. But the concentration is higher on weekdays. From 11 AM they start to shift from Gate no. 2 to the area adjacent *Bacha School*. From 12 PM – 1 PM morning shift of *Bacha School* ends and evening one starts. Many guardians come to fetch their children and buy vegetables, fish and other

necessities. This scenario is common in weekdays. Numerous hawkers, guardians and vehicles together create a great chaos in the areas near this school. But in weekends, the hawkers sit near the mosque to sell their goods to the people who go to the mosque for *Jumma Namaz* on Friday. As they occupy almost half of the road, the vehicles are not able to move properly. On Saturday the scenario is just opposite. Few hawkers are seen in the locality in this time period. The concentration of hawkers is highest from 1 PM to 3 PM. This is the scenario of weekdays and Friday. But in Saturday almost no hawkers are seen in the locality at this time because buying and selling is not good at that time as most of the people finish their shopping on Friday. Again at 4 PM the hawkers start leaving the locality. This is the off-peak period of the roadside hawker problem in the study area.

Table 4: Daily Schedule of Roadside Hawker Problem

Time \ Days	Weekdays	Weekends	
	Sunday, Monday, Tuesday, Wednesday, Thursday	Friday	Saturday
10:00 AM – 11:00 AM	● ● ●	● ●	● ●
11:00 AM – 12:00 PM	● ● ● ●	● ● ●	● ● ●
12:00 PM – 01:00 PM	● ● ● ●	● ● ●	● ● ●
01:00 PM – 02:00 PM	● ● ● ● ●	● ● ● ● ●	●
02:00 PM – 03:00 PM	● ● ● ● ●	● ● ● ● ●	
03:00 PM – 04:00 PM	● ● ● ●	● ● ●	● ● ●
04:00 PM – 05:00 PM	● ●	● ●	●

Legend: ● - Intensity of congestion
Scale 1 – 5 (Low to High)

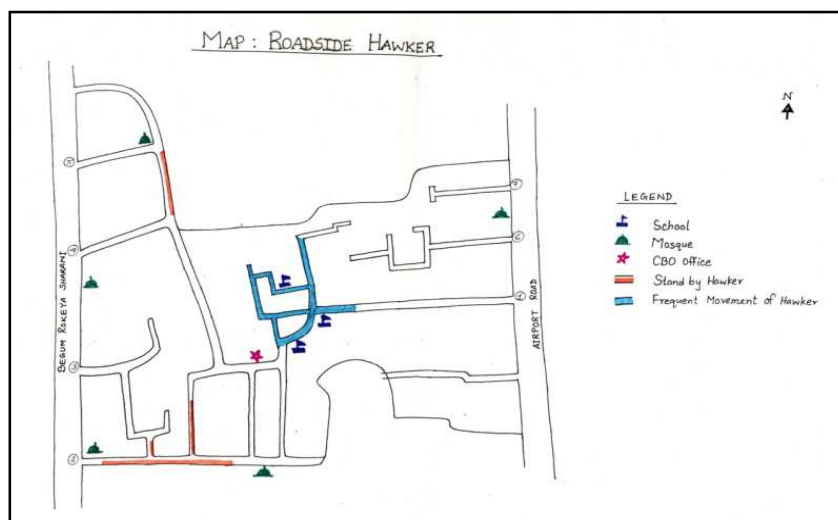


Figure 8: Location Map of Roadside Hawker

Description of Location Map of Roadside Hawker Problem

The hawkers of the locality can be divided into two categories, standby hawkers and roaming hawkers. Their concentration areas are shown in Fig. no 8. From the figure it is seen that standby hawkers are seen beside the road near gate no. 2 and areas in between gate no. 4 and 5. From the figure it is also seen that roaming hawkers are concentrated in areas near the school. They keep roaming because the guards do not let them to stand there since it makes the situation worse when schools end and more traffic generates.

INADEQUATE COMMUNITY SERVICE

Monipuripara Kallyan Samiti was founded with a view to build a peaceful community. The primary objectives were to provide security service and manage traffic circulation within the community. At the beginning, there was active participation of the community people with appreciable response. But, unfortunately the services provided by the CBO has degraded due to various reasons. This deteriorates the situation as a whole and interrupts the provision of the community services. So, inadequate community service has been defined as the third major problem of this area.

Cause-Effect Analysis of Inadequate Community Service

The causes and effects (Fig. no. 9) of inadequate community services are given below.

Causes

Unwillingness to Pay Monthly Charges

The chronic cause of inadequate community services in *Monipuripara Kallyan Samiti* is unwillingness to pay the monthly charges vested on households of the community. The deep rooted cause of this is grouping among influential persons, those who are not elected or incorporated in the CBO Committee. Some people who are not able to conduct some unlawful activities because of CBO's position also manipulate this grouping. Getting service without payment is another issue of showing reluctances of paying monthly charge. Some dwellers do not pay any monthly charge but still enjoy some facilities without paying for it, and thus not enough conscious about monthly charges.

Lack of Manpower

Insufficient fund of the CBO leads to lack of manpower. This in turn causes problem of providing adequate services. One-stop services at Sheba Booth, proper security patrolling, traffic management etc. services are being troubled because of this inadequacy.

Lack of community participation

Ever-increasing population in the study area has resulted in absence of community bonding and belongings, especially among the new dwellers. People are also busy and pay a little heed to general meetings and other doings of CBO. This lack of community participation hinders the smooth running of CBO's activities.

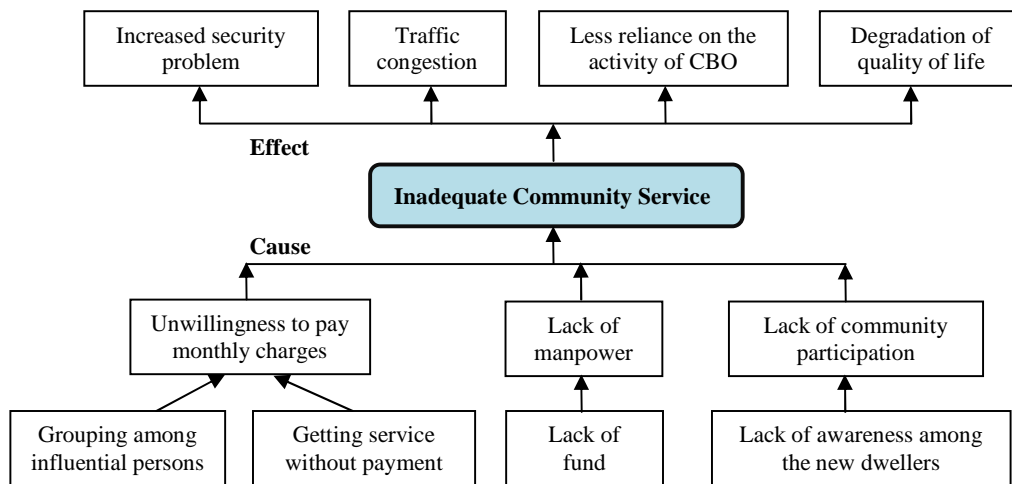


Figure 9: Cause-Effect Diagram for Inadequate Community Service

Effects

Increased Security Problem

Fewer numbers of security guards are incapable of providing proper services within the community of about 2,500 households, which lead to an unsatisfactory environment. Dwellers are facing safety and security issues.

Traffic congestion

According to the plan of the CBO, in an ideal situation there is a need of community traffic controller in all 13 blocks and at all vital intersections within the locality. But nowadays this is not the true picture. With the lacking of above mentioned service, traffic congestion occurs severely.

Less reliance on the activity of CBO

The standard of services facilitating by CBO has already gone down than before. People have started losing their trust on the activity of CBO.

Degradation of Quality of Life

Overall quality of life has degraded as people are deprived of some essential community services.

Time Line of condition of Community Service

Monipuripara Kallyan Samiti was founded in 2004. The quality of services provided by this CBO is changing day-by-day. A time line of these services has been prepared (Fig. no.10) that includes the following issues: community participation, fund of CBO, security service and Sheba Booth.

Community Participation

Monipuripara Kallyan Samiti was started with the participation of almost 90% people of the community. Gradually the population of Monipuripara increased but the participation rate in community programs decreased. In Fig. no 9 the red area of the circle shows the proportion of participants of the CBO while the white area represents the proportion of those people not participating in the community programs and this percentage is gradually increasing.

Lack of Monthly Charge

This CBO runs by the fund paid by community people themselves. The members have to pay a particular amount on monthly basis. But all the CBO members does not pay their charges regularly, thus the due payment is increasing day-by-day. Up to June 2012, the gross due is about eighty four lakhs Taka.

Security Service

The most important activity of this CBO is to provide security service to the community. Primarily they started this service strongly and gained a peaceful environment in the community within one year. The satisfaction level of security service was high in 2005-2007. Then the service started to decrease gradually due to inadequate manpower and fund. At present the security service is moderate but still in the threat to be deteriorated.

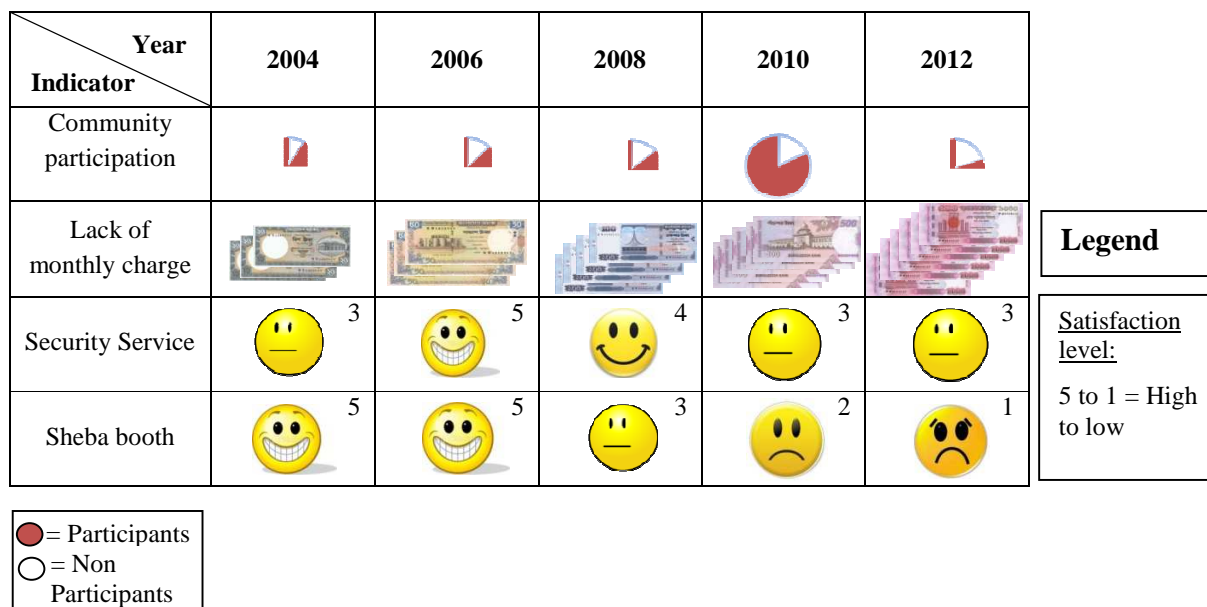


Figure 10: Time Line: Service Condition of *Monipuripara Kallyan Samiti* (from year 2004 to 2012)

<p>Case Study 1: Mahbulul Alam, a salesman, resides in this community for 12 years. He is a common people of this community who does not have any influence in the society. He belongs to a middle class family. He has agreed with the three identified problems and also mentioned the water logging as another problem of this community. He mentioned that, the volume of through traffic and the construction material besides the road are major contributor of traffic congestion problem. According to him, the regular patrolling of the security guards can reduce this problem. He also suggested that, designating a particular place for the roadside hawkers could be a way to get rid of this roadside hawker problem (see photo 2).</p>	<p>Case Study 2: Shanta Gomez lives in the <i>Christian Para</i> of this community since 28 years. She belongs to a middle class family. Her husband works in an NGO. According to her, only the traffic congestion is the major problem of this community, even though she also faces the problem of odor pollution and noise pollution. She felt that, the on street parking of the vehicle increase the traffic congestion and disagreed with the roadside hawker as a cause of creating this congestion. So she suggested the restriction of the on street parking so solve this problem.</p>
<p>Case Study 3: Anwar Hossain Badal resides in Monipuripara since his birth and is an influential person in the society. He is a retired ARMY officer. He agreed that roadside hawker and inadequate service are the main problems of their society but disagreed with traffic congestion as a severe problem there. According to him, guardians coming to <i>Bacha School</i> are the main attraction for the hawkers to sell their goods. He suggested, restricting ceiling of cards for hawkers and relocation of <i>Bacha School</i> outside the community may solve hawker problem. As inadequate community service is a consequence of lack of community participation, he recommended celebrating more social activities, cultural and religious festivals could encourage community people as well as new generation to take community leadership.</p>	

Sheba Booth

Sheba booths were initiated as an information center and they were also used as a place where the security guard could take some rest. Due to lack of manpower, the CBO cannot continue the service of all the 15 *Sheba booths*. At the beginning of the CBO, the service of *Sheba booth* was satisfactory to the community people. But at present, the booths of some specific blocks of the community have been closed, as the residents of those blocks did not pay the monthly charges. So the satisfaction level of this service is poor now.

PROSPECTS AND LIMITATIONS

The prospects and problems of the study area help to recommend some possible solution for the current major problems. To find out the potentials and the limitations, SWOT analysis tool has been used.

SWOT ANALYSIS

The problems of a community arise from inside as well as outside sources. These problems can be solved using the inner strength of the community as well as involvement of outside parties. To understand the problems and to seek solution for the problems of the study area, SWOT analysis (Fig. no. 11) has been conducted. It was done from the point of view of the members of *Monipuripara Kallyan Samiti* and community people. In SWOT analysis, internal factors, underlined as strengths and weakness of an area, provide judgment of some aspects those are responsible for boosting up or constricting advancement of a community. On the contrary external factors include opportunities and threats from outside the boundary of the locality, which have positive and negative potentiality to influence the community's progression.

Strength

Monipuripara community has some resources that have become the strength of this community. First of all, people awareness regarding the traffic system inside the area. Though the roads of this community are very narrow, yet the CBO along with the support of the community is trying to have a comfortable traffic management system in the locality. For example: at first to mention, the marking of road signs are one of the many good things of this locality. These adequate number of road signs makes the vehicular as well as the pedestrian movement quiet easy. Secondly, with the consent of community people, the CBO also keeps provision for parking spaces for para-transit modes (rickshaw, CNG driven auto-rickshaw) within the locality as these modes are very common inside the area. In some places the number of the vehicle that the space can accommodate at a time is also labeled with the demarcated parking space. Next to parking provision, there are peoples' initiatives for widening up the road

to get rid of the traffic congestion problem. The maximum road width of this community is about 10 ft. This narrow road is a major cause of traffic congestion as identified by the local people. So, the CBO decided to wide up the road width from 10ft to 16ft. Though it is not applied yet, but the existing width and required road space to widen are already worked out; and even marked on the roadside wall. Last but not the least, in order to have a sound traffic system, a map indicating the mode specific paths is also being developed (along with the road signs and markings) to control the traffic congestion. Besides traffic related concerns, secondly the CBO possess a good management system for controlling the number of hawkers inside the area. There is a very effective card system for hawkers those who ferry goods from home to home. Hawkers can apply for the authorization card to conduct their activities within the community. They collect the card from the CBO office with a recommendation from a local resident. Thus this system restricts the loitering of stranger hawkers and ensures security inside the locality acting as strength of the community. Looking in the strength points of this locality, the human resources of the CBO also play a vital role. Specially, the management body of the CBO comprises of local permanent residents, who are very influential and educated. The local Member of Parliament (MP) is also a resident of the community and he is the President of the *Monipuripara Kallyan Samiti*. This allows the CBO to take acceptable, effective and appropriate decisions. Moreover, members of the management body and the staffs are always available at the office. To run the office and the other services (security, traffic control etc.), there are skilled workforce. Some of the security in charge is even hired from the retired Military and Para-military personnel. The CBO has a permanent office, which is almost at the centre of the community, easily accessible and open for all the people who live and work in the locality. This office is also used as a centre for some activities, such as vaccination programs.

Weakness

Along with many good things, this community has some weaknesses which creating trouble for smooth function of the CBO. Such as: lack of sufficient fund of the CBO, is generating problems for hiring the security guards. According to the CBO of the study area, 17 security guards are required including the traffic controller in each shift of a day (three shifts in a day) for the proper surveillance of this community. But at recent times due to insufficient fund there is inadequate traffic controller to guide the vehicles properly inside the community, which is considered as a weakness of this community. Again, there is no ceiling for issuing hawker's card system in this

community. Therefore the number of hawkers is increasing day by day. Around 600 cards have been issued for the hawkers till 2012. These roadside hawkers create crowding on the road and impede pedestrian movement. The bonding among the local people that influenced them to establish this CBO does not prevail anymore with the new dwellers of this community. The social relationship among the local people has deteriorated. Most of them remain busy with their own interest. The rapid urbanization has also augmented this situation. Separate grouping among the community people also hinder the activities of the CBO. As a result of this grouping most of the initiative cannot be executed successfully.

Opportunity

The activities of this CBO are very practical and useful, for this reason the Ward Commissioner is very pleased with these and maintains a good connection with it. This is surely an opportunity for the CBO to achieve any requirements of the community through the local administrative office. Again, Tejgaon Police Station is situated near the locality, so in an emergency case it is easily reachable. Even the police officers have conducted several meetings with the CBO to introduce its effective and innovative security measures in other communities under their jurisdiction. In addition, the good relationship between the CBO and police

station makes the access of community people very easy for various services.

Threat

Tejgaon and Khamarbari are two adjacent areas of Monipuripara. Roads within Monipuripara are the only way to go from these two areas using rickshaw. Thus people use these roads for their movement. Moreover, when traffic jam occurs in the main road, some vehicles use these community access roads to avoid the congestion. This through traffic is a threat for this community that can exaggerate the traffic congestion within this area. Moreover, numerous coaching centers located at nearby Farmgate area are also a big risk to the community. The coaching centers are threatening the CBO as well as the community in the form of hostel activity within the community. It is creating social degradation of the community as movement of outsiders has increased in considerable amount. On the other hand, many house owners are converting their dwelling units into hostels for more profit, with an increased house rent. This has ultimately changed the urban fabric of this community. A number of apartment buildings are being constructed. To bring construction materials, heavy loaded trucks enter the community. As a result holes and cracks appear in the road and road condition become poor. On the other hand, service vehicles for delivery of goods park on the road, often creating traffic congestion.

STRENGTH

- People awareness for a sound traffic system inside the community
- Strong management system for controlling hawkers number inside the area
- Influential, educated and skilled human resources of CBO
- Adequate number of *Sheba Booth*

WEAKNESS

- Lack of funds for running smoothly the CBO
- No ceiling for card system
- Lack of community participation
- Deterioration of social relationship
- Grouping of community people

OPPORTUNITY

- Good relationship with Ward Commissioner
- Nearby police station

THREAT

- Through traffic
- Activities of the coaching centers
- Entrance of heavy vehicle for different services

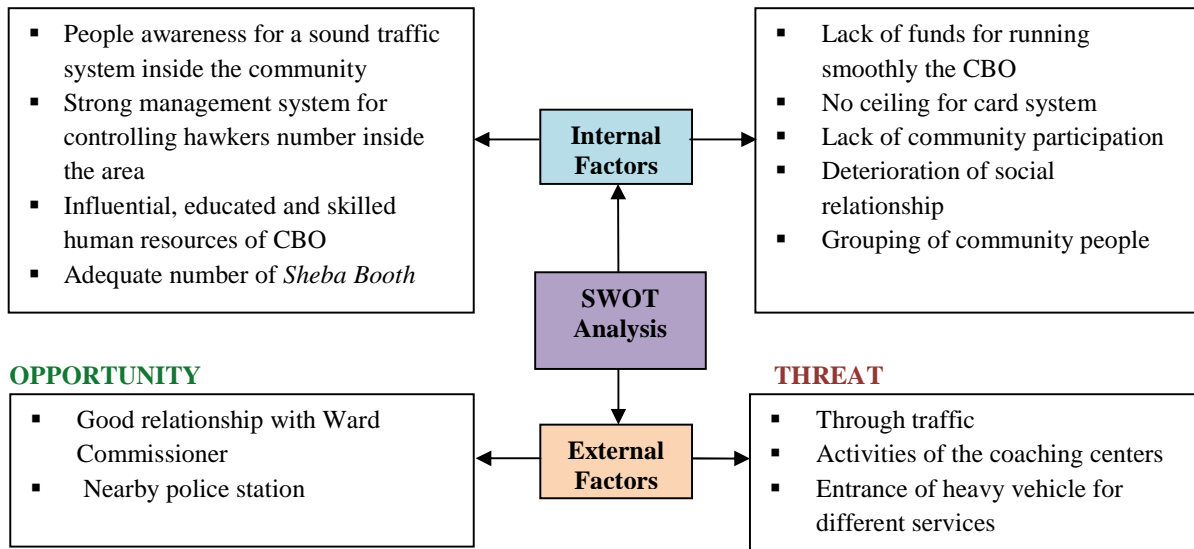


Figure 11: SWOT Analysis of Monipuripara Community

VISION OF THE COMMUNITY

To understand the perceptions, opinions, beliefs, and attitudes of the inhabitants of the study area, a Focus Group Discussion (FGD) was performed. Using the Dream Map tool the following issues have been mentioned by the people for an attractive and convenient community.

Enhance community participation

The dream of the CBO is to perceive the community as a big family. Developing a sense of self belongingness among the people and the community is highly expected. The people expect to get improved community services. CBO is ready to serve adequate services but it requires regular payment of the monthly charge to make the service available and uninterrupted.

Reduce traffic congestion

The community dream is to reduce the traffic congestion, efficient traffic controlling and improving the road condition. CBO has taken an initiative of widening the narrow roads (10 feet -12 feet) up to 16 feet. But this dream is not yet being implemented as many of them are reluctant of giving up their piece of land.

Safe, secure and convenient community

Community services which are being provided by the CBO such as security patrolling, *Sheba Booth* services, monitoring of other services (garbage collection, gas and water supply etc.) should be guaranteed to get a safe, secure and convenient community.

Ensuring all these interrelated issues and solving the problems, the community people can perceive their community as a dreamland.

POSSIBLE SOLUTION AND RECOMMENDATION

Every community tries to find solution of their problems with its own resource and ability. But for this the inhabitants have to be united to make any decision. A FGD of seven people of the community was arranged to have people opinion regarding solutions of the existing problems.. The following solutions depict community choice along with some recommendation of the facilitators:

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Traffic Congestion

(a) Effective sticker system can be introduced for cars. Only the private car of the residents will get the sticker.

(b) Implement road widening initiatives by incorporating respected government agency and motivate the owners (by awareness raising and giving some incentives) who have to give away their land.

Roadside Hawker problem

(a) Allocate space for hawkers where there is less traffic movement.

(b) Restrict the movement of roadside hawkers near the school premise from 11:00 AM to 1:00 PM as at this time period the traffic congestion turns into most severe (Fig. no 13).

Inadequate Community Service

(a) Collecting the monthly charges effectively. For this awareness can be raised by public announcement from the mosque especially in *Jumma Bar* (Friday).

(b) Conflict resolution among different influential groups within the community. In this case, local MP can play an important role as he is the president of the CBO.

RECOMMENDATION

Considering various aspects of the problems some recommendations are given below.

(a) Appointing more traffic controller near the school premises during starting and closing period. Also there should always be at least one traffic controller at gate number 2 and 5 to control the through traffic (Fig. no 12). This will reduce the threat of through traffic.

(b) Allowing hawkers to sell their products in alternate days. As card system for the hawkers is a strength of this community, so on the basis of this card system, the hawkers with odd number of card should be allowed to sell their products on Saturday, Monday, Wednesday and the hawkers with even number of card should be allowed to sell their products on Sunday, Tuesday and Thursday. In case of Friday a time should be fixed for the hawkers.

(C) Block wise meeting of CBO should be regularly arranged. It will ensure maximum participation of the block residents.

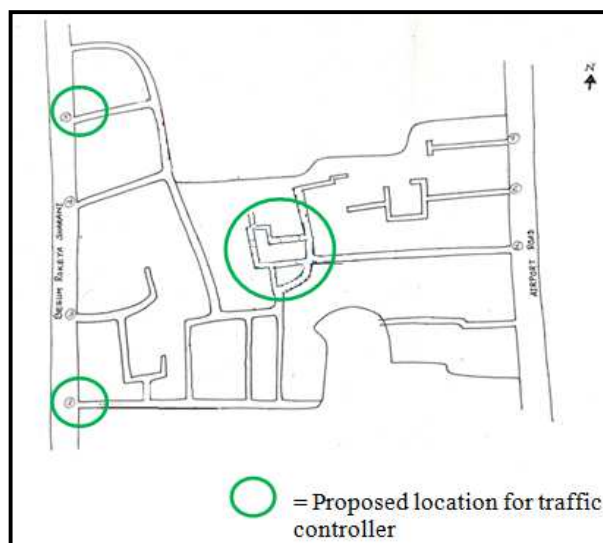


Figure 12: Proposed Location for Traffic Controller

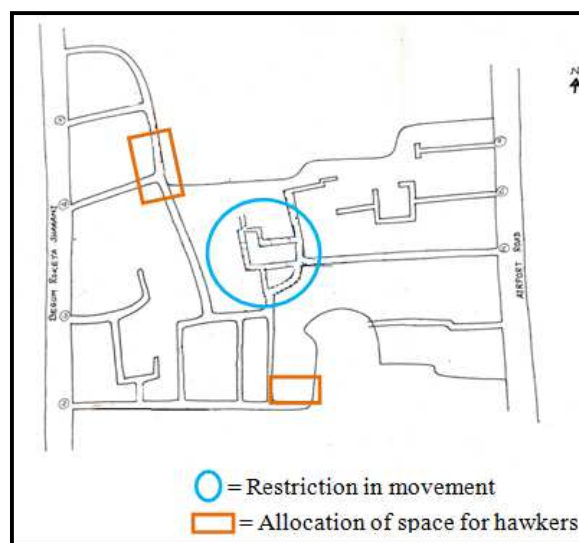


Figure 13: Proposed Location for Roadside Hawker

CONCLUSION

This study was intended to explore various aspects of major problems faced by the people of Monipuripara community. Different tools of the PRA method like, social and resource mapping, cause-effect diagram, daily activity schedule etc. has been applied to extract different kinds of information. Although PRA method is generally applicable in the rural areas, but in this study it has been used for the community improvement in the urban areas. This visual-based technique has enhanced the understanding between the local people and the outsiders. As there is no standardize methodology of this participatory approach, it has been quite easy to incorporate the indigenous knowledge into the improvement of the community through the activities of the CBO. After performing various tools the problems were analyzed. Finally some possible solutions have been recommended in this study considering the prospects and limitations of the study area to solve the problems. It is not always possible to eradicate a problem by the concerned authority, but the CBO of this community is very active and trying hard to perform at their best. One of the problems is the traffic congestion, which exists almost everywhere in this city. The community has already taken an initiative to widen the narrow roads of 10-12 feet up to 16 feet, which must be appreciated and implemented. Another problem of increased roadside hawker can be solved by allocating them a specific space and allowing them to sell their products in alternate days. The third major problem of this community is inadequate community service, which can be mainly solved by raising awareness among the

inhabitants. The CBO is trying to solve the problems by using their own resources. But in case of those problems which are out of their hand, they are trying to involve the authority in best possible way. Though they are not successful in many cases, some of their incentives for community improvement are undoubtedly replicable in other areas.

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