Communications Diagnostic for National Social Security Strategy (NSSS)

Workshop Summary Report of Communication & Media Focal Points

Supported by SSPS programme

Communications Diagnostic for National Social Security Strategy (NSSS)

Consultative Workshop of Communication & Media Focal Points

Organised by the Cabinet Division

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Executive Summary

The National Social Security Strategy (NSSS) of Bangladesh has been formulated in 2015 as a comprehensive roadmap for combatting the triple problems of poverty, inequality and marginalization. It aims at making the social security (SS) system of the country more inclusive and efficient based on a lifecycle approach of social protection. The document may be regarded as a key instrument for Bangladesh towards achieving its status of middle income country.

The National Social Security Strategy outlines an institutional arrangement that allows proper planning and execution of the social security programmes. There are 114 social safety net programmes, implemented by twenty-five line ministries, with budget of BDT 54,000 Crore (FY 2017-18), accounting for 14.7% of the Government budget, at a level of 2.44% of GDP. This is the case for the need of a communications strategy and for that matter, a communications diagnostic towards a strategy for effective implementation of the NSSS and the action plan. To understand and assess current communications initiatives & activities, communications needs and challenges of the ministries/division/programme implementers, managers.

The Consultative Workshop of Communications would identify suggest, recommend towards a communications diagnostic on a pre- field visit. The thirty-five ministries have been asked to send in their Communications Focal points. There will also be focused group discussions and key information interviews (KII) for both the demand and supply side of communication in the proposed field visits of Kurigram and Satkhira.

An action plan has also been prepared for effective implementation of the NSSS. The NSSS implementation action plan outlines a detailed inventory of activities to be executed by line ministries.

- 114 social safety net programmes, implemented by 25 line ministries, with budget of BDT 54,000 Crore (FY 2017-18), accounting for 14.7% of the Government budget, at a level of 2.44% of GDP.

- The total allocation for social security has been BDT Tk.64,656 crore in FY2018-19 which is 2.55 per cent of GDP and 13.92 per cent of total budget.

- Need for a communications strategy and for that matter a communications diagnostic towards a strategy for effective implementation of the NSSS and the action plan

- To understand and assess current communications initiatives & activities, communications needs and challenges of the ministries/division/programme implementers, managers.

- Identify suggestions/recommendations for a communications diagnostics.

- Address the need for advocacy across various types of stakeholders to increase awareness, appreciation, commitment and ownership of the NSSS vision and envisaged reforms

- Address the need for creating awareness of social protection and social safety net programmes/projects/schemes among service providers and recipients and other stakeholders to ensure accountability and effectiveness of the social security initiatives

- Create interactive means so that of government and people can effectively safeguard the citizen's right to information, participation and supervision, reduce the government's administrative costs and improve administrative efficiency

- Strengthen information communication sharing for government and people, promote openness in government affairs, improve the level and quality of government services to realize the transformation to service-oriented government

- Establish a two-way interaction transmission of information between government and people, expressing the concept of people-oriented governance

- Two consultative workshops (pre and post field visit)

- Key Informant Interviews (KII) of Ministries/Division/Programmes/Schemes

- Focused Group Discussions in both the demand and supply side (proposed field Kurigram & Satkhira)

Consultative Workshop for Communications Diagnostics and Interactive Platform on Social Protection

Project title:

- Social Security Policy Support (SSPS) Programme

Meeting date: 27 September 2018

Venue: Cabinet Division Conference Room (Room -1005), Transport Pool Building

Chair: Mr. A.K. Mohiuddin Ahmad, Additional Secretary, Cabinet Division

Participants: Attached in Annex – A

Mr. A.K. Mohiuddin Ahmad, Additional Secretary, Cabinet Division chaired the Consultative Workshop for Communications Diagnostics and Interactive Platform on Social Protection and welcomed the government officials and the staff members of the SSPS Programme. The succinct part of the presentation and key discussions, queries which arose from the discussion and policy directions are all mentioned below:

Introduction

Mohammed Shahidul Islam, Deputy Secretary, Cabinet Division, warmly welcomed all to the workshop and began with an introduction to the workshop. A K Mohiuddin explained the purpose of the meeting by saying that those who were present work as the Communications or media focal points. This was a diagnostic study where everyone's opinions would be taken and written notes too. He then asked for introductions from those who were present. After the introductions were given by everyone present, he said the main aim of the workshop would be facilitated by Khaled Hasan, Deputy Secretary of the Cabinet Division and Social Protection Specialist of the Social Security Policy Support (SSPS) Programme.

The floor was then passed to Khaled Hassan who explained the format of the workshop. The workshop was divided into two parts, the first part was the Communications Diagnostics and then the second part would be the Interactive Platform. Khaled Hassan stated that those who knew about the NSSS, the project, the government officers, knows that the main part of the NSSS is the lifecycle based social security system. The new system's main work, is to find out what there is, ensure how to deliver and how to let people know about social protection. For this, communication is vital. The fact that communication is needed is not even known by the Ministries is a matter to be concerned about.

He added that to make the system more modern, then a strategy on communications is required. For this, he introduced Farid Ahmed who would do a presentation and then give all a questionnaire to complete. Hasan also said that in the next session, Mahfuzur Rahman will talk

about the website and interactive platform. Khaled finished by saying that we are all looking for solutions from everyone present and wants everyone to make the sessions more interactive and ensure that their roles are defined.

The session was then handed over to Farid Ahmed.

Presentation of the Consultative Workshop for Communications Diagnostics

Farid Ahmed spoke about the aims and objectives of the Communications Diagnostics and the methodology that was to be used. He said the presentation covered two parts, first he will go through the presentation, then he will talk about the questionnaire, by soliciting everyone's feedback.

Farid Ahmed reiterated that Khaled Hassan already spoke about the NSSS and said there is already a strategic direction and an Action Plan. This consultative workshop will take into account the 114 social safety net programmes carried out by Ministries and Divisions and costing our budget BDT 44,800 crore . To implement this programme, there is a requirement for a communication strategy. He also added that there are some ministries who already have communication plans and through this workshop, this will be able to find it. Farid Ahmed asked for suggestions and recommendations and their help. After this workshop, later the advocacy, awareness programmes, interactive platform will be discussed later with government officials who are working in the field. He requested everyone to think how the social protection in the field can be made even stronger. Later, there will be two consultative workshops and workshops at individual ministries. After this, Focus Group Discussions (FGD) will be carried out on key informant interviews in the field. The field levels assessments will take place in Kurigram and Sathkira.

At this point, A. K. Mohiuddin Ahmad, Additional Secretary, Cabinet Division asked to why Kurigram and Sathkira were chosen.

Farid Ahmed replied that these were monga areas and many programmes are still being done there. A. K. Mohiuddin Ahmad intervened and said that SWAPNO also works in these areas. Government works there too on poverty alleviation programmes. Farid added that although the places have come out of the monga crisis, the decisions to carry out FGD in these areas is not steadfast but if there are other areas, then these can be incorporated too. He pleaded for other suggestions for names of other areas.

Farid then went on to describe communication models which communications strategists use. These are the, *ACADA* model and *P Process* model which was developed by Blomberg Public Health and currently used by the SPHS programme. When communications models are looked at, then the socio ecological model is bought in for social mobilization to understand social change, social mobilisation, behaviour change and the communication and strategy will be

developed later. He reiterated that these models will be used later. There are other communication models such as the *Linear communication* model, previously used before when the sender to receiver was seen before but now when there is a two-way model, interactivity is now occurring after getting feedback. Now looking at the communication models, and social media, we are getting immediate feedback This is creating challenges and work pressure for officials. Basic communication model can be seen here too.

Farid added that the work is divided, according to the work done by government servants, intermediate communication, mass media, group media, inter organsational communication, intra organizational communication, exposure visits, group communication media, print media, social media and those mediums and now we see through social me He asked them to provide the challenges that they face. dia especially the facebook pages, field level workers are giving out information like UNOS.

Farid defined the styles of Inter organizational and Intra organizational communication which are for instance, conducting meetings. He said he wants to hear from everyone, how effective it is. These areas identified, whether there is scope or opportunity to work and what kind of logistics or human resources will be required, we will be able to identify these. Since everyone had a questionnaire, Farid, described the question and the Chairperson gave time to complete it. He suggested that name, department, email address or contact number and designation so that they can be contacted later.

The Land Ministry Official commented the relevance of the questionnaire for him as he is from the Land Ministry.

Farid Ahmed said that the Ashrayon programme is a social safety net programme, therefore the Land Ministry is very much involved.

Khaled Hasan further explained that many ministries may not have a Communication strategy but they have a communications plan which is a part of the Right to Information which is implemented by all Ministry. For this, a website has been created, Right to Information Regulation 2011, giving this information is required, considering this, there shouldn't be any negative answers.

The focal point for the Post and Telecommunications Department, also said they don't have any social safety net or programme, but they have a link with the Ministry of Social Welfare for handing out Old Age allowance and Widow Allowance as the beneficiary gets a postal cash card.

Khaled Hasan said that is the linkage, 35 Ministries are related to social safety net programmes, only 23 ministries are directly related to social safety net activities and 80% of the social protection budget is spent by 4-5 Ministries. Out of these 22 ministries don't have direct social safety net programme but they are still important partners like IMED or ICT but all ministries have some linkages, like cash card, social allowance, G2P, mobile banking, all ministries cross cutting and all are interrelated. It is not necessary to have one social safety net programme.

Farid Ahmed said that the distribution is one big part. Delivery is important and directly involved and it is a very important work that the Ministry is doing as part of communication strategy. There is a lot write on beating our drums. Khaled: Communication is being done, how can this be done effectively, there is no work without communication. All questions need some explanations.

A K Mohiuddin Ahmad asked the facilitator to explain each question with clarification.

Farid Ahmed said how can the public know about the work of your Ministry? He spoke on the communication models that he showed earlier in his presentation and the public should know about the important work you are doing and the hard work you are putting in, helping to provide the service to the poor, you deserve the credit. So that the accountability is also embedded this is the communication strategy. Not the Ministry, the programme, scheme, project, what communication challenges they face, asked to state five e.g. communication challenges, manpower, logistics.

Stakeholders don't get the information, which is a challenge.

Touhidul Alam, SID says for implementing the NSSS for this he needs information, I have collected from 4,000 crore households, people don't want to give information. We haven't collected all information. National Household Database, four have been completed, what can be done. That is a big challenge.

There was some confusion with the type of challenges from field staff to the questions and sceptism about the knowledge.

Faizul Islam, National Project Director SSPS and Joint Chief, intervened saying that we all work in government as to whether we have the tools to communicate with the public? Do beneficiaries know what is available? Centralized bureaucracy gives things, and it is taken on but do you know the tools? Is there a strategy? The question begins here.

Official: An official also said that how many people know the Joint Chief or PD? More than 80% of the people don't know about the DC. That is the why we need a communication strategy.

Each Ministry faces different challenges which can't be compared on the same scale. For instance, the Sports Ministry, Bangabandhu Sports Foundation, we give awards to those ex good players. The speed is low, bandwidth, time can't be wasted, we got them online, they don't have no knowledge. Unions have a Digital Centre. People must go there but there might be challenges that they face in going there. Permission will be given online. They need a printed document but there is no printer or no server. These are challenges and we are not engineers.

Farid reiterated that all Ministries have their own problems and asked them to list it down and to list ways to solve them.

Economic Pressure Group and Political Interest Group also do not want change and these challenges to be solved. Some people don't want changes and wants to keep the status duo.

Mostafa, Senior Information Officer, Ministry of Environment said the Cabinet Secretary last September in the PM's Office, were called and we were told to give these messages of social safety nets to the people. Skilled manpower is a problem. Articulation of data, no central databank and no media cell. We can solve these challenges as no one knows our work. To reach this to the people a media cell is required. There is a requirement for a facebook page. Ive uploaded many films. But funds are required to boost this post.

A K Mohiuddin Ahmad thanked everyone from the different ministries for giving out their opinions and that many colleagues in the Cabinet Division will not know of today's workshop. There are a lot of communication gaps. He spoke about enhancing the information within the Ministries and how much they deal with the Press. He spoke on activating the role of the Information Officer.

Rafiqul Islam, IMED, said Information Officers needs to be updated. There is training for completing a matrix of information from the PM's Office. Then how do people get information if they ask for it?

There are funds for making TVC but not for boosting posts.

Ashfaqul Amin Mukut, Deputy Secretary, Cabinet Division, said there is an information gap. He spoke about the change of manpower. UNOS, DCs were trained last year on social safety net but now they are not in office. So, the training should be embedded in BPTAC. A website on social protection was done. There are challenges.

Table 1:

Q1. Do you have the following in your social security programme/project/scheme? (Please tick as appropriate):

Total number of respondents	35
Number of respondents who say they have Communication Strategy	15
Number of respondents who say they have Communication Plan	10
Number of respondents who say they have No Communication Strategy	3
Number of respondents who say they need a comprehensive Communication Strategy for effective implementation of National Social Security Strategy (NSSS)	11

2. Communications Challenges:

What are the communications challenges you are facing in the social security/safety net programmes/projects/schemes? Please list top 5 overall communications challenges:

1. **Challenge 1:** Lack of skilled manpower/at root level people do not know about the government facilities/Logistic support/Lack of education and awareness act as a barrier for safe migration/No sufficient infrastructure to communicate/Check out mainstream disable person (specially aged sex worker, NPP, Social disability)/Dedicated trained manpower in media cell in ministry and department/No ICT employee/Lack of speedy internet connection (also of low bandwidth)/Illiteracy of the beneficiaries/ There is no central database of GoB / Lack of manpower for monitoring all gov. officers websites / Lack of planning / Information publish / In the course of data collection, there will always be obstacles / Person does not have enough willing to be used with ICT / Need to set up media cell in every Ministry / IVR charge from mobile company / unskilled project director or lack of full time project director / Internet slow / Monitoring / Less knowledge about the services provided to the stakeholders / Lack of awareness among the stakeholders specially the cultivators/ Remote, hilly area

2. **Challenge 2:** To get information from different ministry/divisions on time/the CHT Ministry dealing with different tribal groups, their lifestyle, religion, language and at the same time, there are some miscreants creating hindrance in development work/No skilled manpower/Budget constraint/No budget allocation for communication strategy implementation/Shortage of ICT personnel/Proper database/Growing consciousness among parents of disable person/Perfect NHD/Interference of local social leaders/No database/Inadequacy of ICT knowledge by the users/More effective communication strategy/Lack of IT knowledge for Govt. officer as well as citizen/Lack of internet connection /Less online service and less media coverage / No guideline on training / Media cell should be created under ICT cell / Transparency issue / Divisional officer required to be informed about the NSSS / People are not interested to supply the information / Trained official / Permission to use social media needs to be official, it's tough to get / IVR system costly (beneficiaries/stakeholders have to pay for receiving data/information) / Indicators are not SMART / Budgeting on communication specially on articulation of data from various field / Lack of interest / Skilled manpower / Collect real time data and build databse for future decision / Lack of logistics, access to internet / lack of trained manpower /Poor internet network

3. **Challenge 3:** Weak networking system/Connecting uneducated people to Information channels/Insufficient Logistic & Equipment supply/Shortage of manpower/Proper survey to collect data for social safety net programme/Lack of co-ordination in between different organisations/lack or co-ordiantion in between different organisations/Lack of knowledge/Erratic system behavior at the central server/ Logistic support/Lack of interest to implement IT related task / Lack of electricity / Overlapping of different programme / Who will solve the problem and how will this be communicated? / Involved officers do not expose their project outcome / There is no good communication strategy, this is also a challenge for implementing the NSSS / NID verification / Interactive and updated website / Lack of feasibility study / No central data bank in the Ministry / Process/Law/Rule ? / Distribute payment directly via EFT to beneficiary / Needed more resources/budget for dissemination of

information/services to the stakeholders/ Sudden natural calamities / Underprivileged community

4. **Challenge 4:** Corruption is another problem in Hill area, contract signed but not fully implemented/High price of networking materials/Dedicated manpower for implementation of communication strategy/Lack of proper academic curriculum/Transparency in cash disbursement in field level/Transfer of officials/manpowers related to the NSSS Programme/ Insufficient hardwares through the communication chain/Media cell (Need /create a new cell) / Lack of awareness / No historical database / No common repository system for the projects / Internet bandwidth / DPP formulation / There is no media cell in the Ministry / Advertise and build awareness of Ministry's programme so that people know what activities govt. has taken for his/her welfare / Traditional mind set and resistance to change /The activities of the public relations office are not up to the mark / No comprehensive policy

5. **Challenge 5:** Overall people are not committed to establishing peace, one group try to control over them, politically the CHT is not sound and safe/Lack of uniform strategy/Insufficient training facilities/Lack of skilled manpower in social security strategy/Improper selection of beneficiaries/Pressure from the economic and political interest group/Lack of interest to implement IT related task/ Corrupt mindset of the local leaders / Need budget / Do not introduce PMIS/ Lack of stakeholder analysis / Lack of working plan of the project / Compile data according to category/ Lack of skilled manpower / Lack of data

3   What are you doing to face the challenge? (Please list top 5 communications initiatives that you are implementing to face the challenges. Write "None" if there is no initiative.)

1. Initiative 1: Communicate via phone/email/ The unresolved issues should try to be solved politically/Non responsible persons are doing/Arranging training programme to develop skilled manpower / Airing of commercial through TV and Radio / Leaflet distribution, videoclip / Take initiative to establish a database for disable person and all cash receiving beneficiary / Deploying manpower as additional charge / Giving suggestions over leaflet/online / To develop skillness of concerned personnel / Working in general people / Steps to increase the internet bandwidth (from Ministry 10 Mbps- 50 Mbps) /Doing task by current manpower / Govt should take necessary action to improve bandwidth/infrastructure / Awareness building through meetings / Communicate for central database (nationwide) / Everyone should know religious spirit as most crime, illegal occurance occurs without fear of Allah /Training required / Linear communication / Training the relevant manpower / A website (interactive & updated/dynamic) / Enlarging area of ICT users / Different media (mostly in local areas) collect information in their own way and published/broadcast news intentionally

2. Initiative 2: Consultation with the local leaders and general peoples/ Making online services / Collecting supporting materials / A call centre for migrant workers living abroad / Workshop, Seminar / For cash transfer we introduce G2P system / Depending on BBS / Feedback

training/Followup meeting / To motivate local/social leaders / Use Pdf Data / ICT Training at the local level / ICT training at the local / To provide IT training / SMS / Store data with other officer / Study visit / Billboard, poster, leaflet / Preparing the database of FF /workshop / Trying to get official permission to use social media

3. Initiative 3: Govt. and non Govt. organization must be committed to solve the conflict and confusion / Developing Awareness through seminar, meeting / Toll free Call Centre / For outcome study of beneficiaries we start a research / To establish media cell / Do not work smoothly / Installation programme of up to date server at the Ministry / PRO involvement / Should charge mindset of govt. officials / Initiative for Central Database for Health Services Division / Proper planning / Communication the NoD Authority / Training

4. Initiative 4: Established Database for beneficiaries / Provision of computers and related hardwares / Establishing the Alternate bandwidth

5. Initiative 5: To establish cross-checking method to verify the selected beneficiaries / Moral persuasion to the reactive group / Propose for the budget

4. What could be done more to improve the scenario/situation of the programme/project/scheme?

1. Initiative 1: At CHT Ministry, there are lots of projects scheme in CHT area. It needs strong monitoring and supervision, accountability must fixed. More tracking could be provided/Development of Skill/ Technical Training Centres can be used as information centre as it is located at union level/ More publicity / Need more advertisement & seminar / Employing dedicated manpower as additional change/ Information may collect Bangla form/ More budget allocation to upgrade the programme/ Recent ICT people/ Need ICT Code and Service / Reduce bandwidth cost/ Communication through Electronic media / Social awareness/ Everybody should give reward/punishment according to his/her attitude of receiving/providing service/ Training required/ Monitoring/ Skilled manpower/ Make decision giving easier/ Need to involve stakeholder participation / For social safety send sms, IVR free of cost about flood forecasting/ Formulate DPP in proper way on the basis of field visit information / Need more advertisement and seminar

2. Initiative 2: Skilled personnel could be appointed/ Expanding logistic support/ Use of social media / Need training in social safety net / Need proper data and survey / Depending on BBS for NHD / Introduce Manual to fill up the form/ Removal of bottleneck in the process/ To create databse/ Effective communication / Make ICT officials as ICT cadre / Data collection / Data sharing of different programme / Study visit/ Working report / Database should be updated and completed/

3. Initiative 3: Arrange sufficient budget/ Specific box for programme in Ministry's website / Comms database for all social safety net target beneficiary/ More intensive ICT training/

Training/ Sufficient equipment/ Motivational programme / Multimedia (social, mobile, tvc & use of othe rmedia) / Proper monitoring / NID verification is yet to be done /

4. Initiative 4: Replacement of old hardward with modern one/ Create a Team/ Social media utilization / Change the mindset of the concern officers / Alternative BW yet not established

5. Initiative 5: Social meeting with the user/Publicity effectively / Informing all the stakeholders / Budget is not sufficient /

5. Interpersonal & Group Communications Challenges

Indicator	Write Yes or No	Challenges	Suggestions to improve
Workshops	Yes, yes, yes, yes, yes, yes, no, yes, no, yes, Yes, Yes, Yes, Yes, Yes, No, Yes, Yes, Yes, Yes, Yes, yes	Awareness build up, Education, Poverty reduction Lack of attentive audience Involving many people living in rural areas. Growing Interest Training Tutorials No or very few workshop at root level Budget Lack of coordination between actors Cost involved Lot of cost involved Attentiveness Through it, we can exchange knowledge or drawback Most of manpower to engaged in official work Training Budget	Political leader should be aware more education programme should taken. Poverty reduction programme should be taken. Supply of information before workshop Arranging local workshops at union level May arrangement these items Arranging regular workshop Participation from not send rep person Need more budget Central co-ordination policy Video conference SMS bare information Video conference More impressive meeting Organisation Coordination required Through it, we should improve the activities Root level to go Each and every officer should participate and should be issued by CD Need to organize workshop in local area Allocation Budget
Meetings	Yes, yes, yes, yes, yes, yes, yes, yes, yes, yes, no, yes, Yes, Yes, Yes, Yes, Yes, Yes,	Not regular participation. *Interaction should be close. Owness is needed. In time attendance in meeting Involving local lawmaker Follow the directions Untimely attendance	Owneness should enhance *All agenda should be implemented Awareness develop Strictly monitoring Directives to mention timeframe Through message, video conference, sms More interactive meeting organization

	Yes, Yes, Ye, nos	Not attend timely Lot of cost involved Interactiveness	Coordination required
Interviews	Yes, yes, no, no, yes, yes, yes, no, yes, yes, Yes, Yes, No, yes, yes, no	Different opinion Different views Loss time No or few feedback interview Sometime beneficiaries bring complaints regarding improper way of selecting target people Request for a particular candidate Online/internet Friendliness	Different opinion should invite and make it congenial *More time should be provided Need to arrange Local people representatives should follow the selection procedure impartially Strict policy Question online Questions like as web, mail etc. More friendly interviews Research required for strategy & questions
Dialogues	Yes, No, No, yes, yes, yes, no, Yes, Yes, yes, no	Dialogues may not be held in one table, it is scattered. Limited Political Cost Dialogues via TV Lesser stakeholders	Enormous SMS Wider inclusion of stakeholders
Field visit	Yes, yes, yes, yes, yes, Yes, Yes, Yes, no, Yes, Yes, Yes, Yes, Yes, Yes, Yes, yes, yes	Transport *Field visit and grassroot people's interaction is not done properly and recorded. *Doesn't perform properly *ICT personnel is not given field visit Follow the instructions to field organisations Very few field visit A good number of beneficiary complaints arise regarding improper selection of beneficiaries Hiding the actual data Cost involvement More effective field visit Guideline Less focussed Shortage M & E officers	For every visit, all the interaction/dialogues must be recorded and evaluated and take action accordingly. *Should follow up take findings *ICT personnel should have field study Strictly monitoring to field workers ICT person should include in field visit It is needed to motivate the social/local leaders and peoples representatives to follow selection procedure impartially Data collection by indirect method Need sufficient fund publicity via website and phone Instruction with guideline Social security focused visits are required To increase the number of M & E officers

Exposure visit	Yes, yes, yes, yes, yes, yes, Yes, Yes, Yes, Yes, Yes, Yes, yes, yes	Relevant visit may not ensured. Most of the cases visit are done purposely, choice of the officers. Unify the subject with objects Very few Erratic and childish behaviour by any member Related Programme Less focussed	Relevant visit should be taken subjective visit should ensure every visit lesson learnt should take care. Programme may arrange to unify the subject and object ICT person must include in field visit Strict control over them Selection criteria Database of trainees
Any other		Through seminar, workshop ideas should be invited and take action accordingly.	Considering real situation action should taken, critical analysis should be done. Arrange rally and road show at union level.

6. Organisational Communications Challenges

Inter-Organisational Communications	Challenges	Suggestions to improve
CMC	Doesn't monitor frequently Lack of coordination Lack of information about CMC and its' responsibility Lack of effective coordination Information seems to be low Lack of local people participation	Meeting & Increasing coordination Steps to improve the coordination Step to improve the coordinations Higher flow of information Need to involve local people participation
CMC (Focal Point)	Busy with a lot of tasks Informing about the programme within time Transfer of focal point Improper selection	Focal point must be informed properly Focal point not being transferred Choose the right person Choose the right person
Communication (Focal Point)	Govt. officials don't know how to behave/communicate There is no communication (focal point) Lack of communicative knowledge Coordination required	Behavioural/communication training required Need to assign a person Suggestions to improve the knowledge Select IT background officer
ICT (Focal Point)	ICT Focal Point is used in non-ICT work Lack of dedicated IT personnel ICT (F.P) not proper trained	*Only technical work should do *Need Training ICT (F.P) must be properly trained

	Lack of proper data Involvement in publicty Social marketing feed Yes, overload Lack of requisite training Insufficient ICT knowledge Require budget Lack or Resources and budget Lack of Training	Common story database Need fund for social marketing Need fulfill supporting post Regular training Need advanced training Directive to impart more ICT training Increase resources and budget To provide training
M&E (Focal Point)	Limited knowledge by some quarter Officers change Lack of coordination btween monitoring and implementation agency	Try to improve the same Create a rule
MIS (Focal Point)	Limited knowledge	
Gender (Focal Point)	Gender discrimination Shyness of female focal point No gender (FP)	Gender discrimination should be decreased Improve it (shyness of female fp) Select female fp To appoint gender FP
Urban (Focal Point)	Not properly trained Oversmart attitude	Urban (F.P) should must be trained Rectify it (oversmart attitude)
GRS (Focal Point)	No mentionable challenge Lack of communication	Number of grievances are very poor Increase communication Select right officer It can be more effective
Annual Performance Agreement - APA (Focal Point)	Not properly assess the task Yes Fluctuation of necessary points reduce the desired level Cooperation from others Coordination of training required Targets are not properly informed to all stakeholders	For APA – item (Task should be properly assessd) Publish everything in group FB Lack of touching the achievement stages Improve communication Each Department should arrange an informative workshop for all officers
TCs	No time and Cost effective	Rationalise it

7. Organisational Communications

Intra-Organisational Communications	Challenges	Suggestions to improve

Coordination	Not well coordinated Progress report (regularly not supplied) *Coordination must be cordial and effective yes *lack of intra organizational coordination Within the Ministry need to distribute the programme Lesser initiatives Internal coordination meeting for different line ministries field level officer Yes Contact person should be updated Improper communication Officers change Improve communication Awareness required All officer and staff don't know the progress of ministry	More communication should done, *commitment should have *Coordination Disseminate the Programme monthly coordinate meeting Meeting with field level officer of Ministry involvement sss Updated information Medical cell maybe established Improve improper communication Effective coordination team All officer and staff should know the old programme of the Ministry More meetings More info on websites
Project Implementation Committee (PIC)	Not done regularly Yes Now PIC meeting is done paper based this meeting is not done in project area Need to distribute the project Meetings should be held in timely manner and fashion No periodic meeting No periodic meeting Both committee meetings not held regularly	Should be done regularly Training needed Awareness needed PIC meeting may arrange in working areas in field level accountability should be ensured. Meetings should be held on time Increase the frequency meeting Periodic meeting Every 3 months both meeting will be arranged
Project Steering Committee PSC)	Yes Not done regularly *In the steering committee, project/programs are not thoroughly examined and all the small problems should not cure. Yes No periodic meeting Both committee meetings not held regularly	Should be done regularly In the meeting project should examined thoroughly and its small problems which dig big one it should take care Increase the frequency of meeting It should be more effective Every 3 months both meeting will be arranged
Review Committee	Few Review Committee held No regular meeting No regular meeting	Frequent review committee should be taken Regularise regular meeting Formulate new concepts

Others	Related officers/persons are not cordial in there	Officers must be cordial, incentive punishment may introduced.

8. Mass Communications Challenges

Print Media

Media Initiative	Challenges	Suggestions to Improve
News	Not impartial in everycase Most case not subjective biased not based on facts Limited and for short term/time news provided Lack of importance Disseminating of informative news Media not interested about national development news News must reach the right audience at the right time Cost is high Cost is high SSPS Programme of our ministry fees not publish is news Lesser publicity Sometime they are not interested in positive news Sometimes report published is motivated way that do not reflect actual scenario of the project	Workshop with press media It should be improved. To increase communication Media initiative should be taken for rural news Right time, right delivery of news Allocation of budget SMS, website, feed Activities of SSPS Programme Ministry should be communicated to PRO and media More publicise
Op-Ed		
Analysis	No any analytic wings in Administration Unit Lack of analytical tool Lack of analytical tool Cell and budget required Analysis is not communicated to people	Every administrative unit should have their analytical wings for their own. More training More training Analysis should be more precise
Documents	Documentation is weak Preparation of suitable documents Developing content No documentation works in regular office Hardcopy of documents should reach effectively Lack of authentic documents Lack of authentic data	Documents should be rich and strong. Prepare attractive documents Every office should have their own documentation system Documents should reach in a timely manner

	Low	Search for authentic documents Collect and check right data More docs published
Printable Electronic Documents	Slow internet speed Cannot get Guideline required	Improve speed Improve documentation
Any other		

Electronic Media

Media	Challenges	Suggestions to Improve
Television (News & Programmes)	Private TV not interested to telecast govt. programme/project *Particular TV and time should fixed for Govt. Deve. Programme TV channel not interest with development news Not enough notice given for news Lack of slot Spacetime required for programmes (free of cost) Lack of resources and funds need to boost up SSPS Programme is not published Lesser concentration Mostly they are not interested in positive news There are information gap between media and project implementation unit	MoU with private TV to telecast SSN programme Communication must be made with all TV channels Timely news Arrangement for slot Arrange Free of cost or subsidy required SSPS Programme should be supplied to PRO, TV and the Electronic media More initiatives
Radio (News & programmes for National, FM & community radio channels)	Radio frequency not wide Cost is not proportionate	All Radio channels should have high or country wide frequency Rationalise it Arrange Coordination required

Film (Short and regular)	Few/no film on social safety net programme No commercial short film on social safety net Lack of film No knowledge Absence of knowledgable employee Budget shortage	More short/regular film on SSN programme *More short film and may produce and shown in different area GO?NGO should have initiative to make short/regular film on communication Communicate Training Create short documentary Info Ministry guideline and support required
Drama (Episodic or series)	No programme	Welcome drama. Episodic should be introduced. Incorporate drama
Clips	No programme	Needed. Incorporate programme Create short clips
Adverts & Public Service Announcement (PSA)	No regular Govt. announcement for effective communication High Cost Shortage of budgets	There should be regular PSA for public awareness Rationalise cost Manpower

Online & Social Media

Media	Challenges	Suggestions to Improve
Facebook	False/Truth done together Low internet speed Need fund for facebook marketing Summary status show many complaints Limited user Lack of analysis How to make official page Publish the information activity of Division None No official permission Security, Datafilter Upload fake information and image	Well but some restriction needed. Fake information is a cause for concern. High speed internet is required Fund To meet up the complaints Increase user Training Involvement of high authority Contact info required with FB Information Delivery to proper person for publishing in facebook Open a page

Twitter	Limited user No account	Popularise it Create account
Linkedin	No user No account	Introduce it Create account
Blog		Authentic blog required
Interactive Q & A	Communicaiton gap Online questions	Welcome. More needed Make small form Online form
E-library Books	Authority level initiative Mature thinking Collection of books & papers on social security Not interested Cost Manual Library	Initiatives at authority level Good content Boxed E library Central website required
Website	Update all website of SSS Ministry with SSS data Shortage of manpower Lack of updated information Slow internet To update No ICT worker Lack of content and technical resource persons Insufficient manpower of ICT cell Yes. But not dynamic	Should be updated. Huge publicity in website on SSS programmes and projects Fill up blank posts Updated information Speed up Need ICT people Regular update Publishable info should be provided Update the website ICT manpower should be appointed by PSC immediately Dynamic and more entries of SPS projects

9. Approach-based Strategic & Behavioural Change Communications Challenges

Approaches	Challenges	Suggestions to Improve
Behaviour Change & Social Change Communication (The beneficiary, women, children, elderly people, caregivers, household and families, community)	*Beneficiary selection *Overlapping Behavioural attitude Conscience of NPD Physically disabled, Socially disable person and their parents Colloquial language is not used Not interested to change Long term strategy Lack of awareness/knowledge of stakeholder	National Database Training provide to both stakeholder and service provider Seminar, workshops leaflet, advertisements etc. Moral session Improve of mind setup to do the tasks All the SP projects should include it in their budgets Ministry can take separate initiative on it own To build up awareness of stakeholder
Social Mobilisation (Media, civil society groups, organized networks, service delivery organisations, partnerships and capacity building, charity organization, NGOs.)	Have not access in all area equally for all Lack of social mobilization process Information Ministry should be invited to Social Safety net meetings Pressure and obstacle from social leaders It is tough to organise	Social mobilization prog will start every corner specially in the field Inform Social interaction Social interaction Enhance the social mobilisation
Advocacy Initiatives (Policies, legislation & resource mobilization; National political leaders; policy makers and planners, private sector and development partners)	Poor and lower class people don't know about it properly Common Policy & Rules for all Archives, programmes and projects Lack of training No tendency to change	Training is required More coordination and advice More coordination

Comments:

Posts and Telecommunications Division has neither any safety network programme not any fund. The only role of this division is to distribute money to the beneficiaries through postal cash card (via Bangladesh Post).

Issues that came out

* Lack of awareness of social safety schemes among service recipients as well as service providers

* Technical issue of low speed of bandwidth that hinders access to websites for service providers

* Lack of data on identification of beneficiaries for social security

* Lack of knowledge on eligibility criteria for receiving allowances

* Lack of skilled manpower in the Ministry/Division/Programmes to do communication works

* A media cell needs to be established in each ministry for social security programmes. There should be a Senior Information Officer and another Information Officer.

* Use of Facebook page of the ministry to engage and interact with the people

* No central databank on social security programmes

* Need funds for boosting facebook posts. Arrangement of funds for boosting is required

* Communication gap within the ministries/division

* Information Officer of the Ministry do not always work for the Ministry. They must be activated for social security programmes.

* Communicate through letter, letter reaches on the last minute

* Stakeholder don't know about the programmes

* People don't want to give information. We haven't collected all information. National Household Database 4 have been completed, what can be done?

* There is a lack of understanding among the Government officials as well as the public on activities of the social safety net programmes and NSSS Action Plan activities

* Unions have a Digital Centre and we can use those for communicating with the public and taking feedback

* Change of government officials/human resources/manpower in the programmes/schemes create problems for the implementers

* Training on social safety nets need to be embedded in the training course of BPTAC

The meeting ended with thanks from the Chair for excellent support provided by all present and that they will be posted with the results of the questionnaire.

Some Pictures of the Event

Annex A:

List of Participants

1. A.K. Mohiuddin Ahmad, Additional Secretary, Cabinet Division
2. Kajal Islam ndc, Additional Secretary, Planning Division
3. Sayeda Nayem Jahan, Additional Secretary
4. Mohammad Khaled Hassan, DS & SPS, SSPS Programme & Cabinet Division
5. Mostafa Kamal Pasha, Senior Information Officer, MOEFCC
6. Quazi Md. Anwarful Hakim, Joint Secretary, M/O Chittagong Hill Tracts Affairs
7. Muhammad Istiaque Jahan, System Analyst, Ministry of Industries
8. Masudul Haque, System Analyst, Ministry of Social Welfare
9. Ahmed Latiful Hossain, System Analyst, Health Services Division
10. Md. Yusuf Harun Khan, Programmer, Ministry of Water Resources
11. Md. Jahangir Alam, PRO, Ministry of Water Resources
12. Md. Salauddin Sarker, Programmer
13. Md. Shafiqul Islam, Programmer, LGD
14. Md. Tarikul Alam, Joint Secretary, Statistics and Informatics Division, SID
15. Faizul Islam, Joint Chief, GED/AC
16. Md. Enamul Haque, Programmer
17. Mohammed Shahidul Islam, Deputy Secretary, Cabinet Division
18. Md. Abdullah Al Mamun, DS, Secondary & Higher Education Division
19. Md. A. Jalil, DS, M/oLand
20. Khandaker Mohammad Ali, Director (Deputy Secretary), IMED
21. Rafat Afrin Dina, Senior Assistant Secretary, MOEWOE
22. Sardar Md. Soyed, Deputy Secretary, Ministry of Youth & Sports
23. Goutom Kumar, Joint Secretary (Law), Medical Education Division
24. Md. Shah Alam, Joint Secretary, Ministry of Industries
25. Keya Khair, Joint Secretary, Ministry of Industries
26. Md. Fazlul Karim, Joint Secretary, Posts and Telecom Division
27. Dilip Kumar Banik, Joint Secretary, M/O Liberation War Affairs
28. Mohammad Zakir Hossain, Additional Secretary, M/O Agriculture
29. Md. Rafiqul Islam, DG, IMED, Ministry of Planning
30. Md. Mobarak Hossain, Programmer, Ministry of Food
31. Md. Shahin Miah, Maintenance Engineer, Cabinet Division
32. Md. Abdullah Al-Mamun, Director, IMED, Ministry of Planning
33. Amalundu Biswas, Programmer, Ministry of Youth & Sports
34. Md. Ariful Alam, Programmer, Financial Institutions Division, Ministry of Finance
35. Md. Serajul Islam, Assistant Programmer, ERD
36. Md. Olid-Bin-Asad, System Analyst, Ministry of Disaster Management & Relief
37. Md. Elias Hossain, System Analyst, Ministry of Fisheries & Livestock

38. Mohammad Wahiduzzaman Khan, System Analyst, Cabinet Divisioon
39. Md. Shahgir Alam, Deputy Secretary, Cabinet Division
40. Md. Khabir Uddin khan, System Analyst, Ministry of Environment, Forest
41. Md. Monayem Uddin Chowdhury, System Analyst, Rural Development & Coop. Div.
42. Ratan Chandra Pal, Assistant Programmer, Ministry of Cultural Affairs
43. Md. Ashfaqul Amin Mukut, Deputy Secretary, Cabinet Division
44. S.M. Siam, Administrative Assistant, SSPS Programme
45. Mohammad Mahfuzul Bari, ICT Specialist, SSPS
46. Raiqah Khan, Comms Officer, SSPS
47. O.N. Siddiquee, CHT Ministry
48. Farid Ahmed, SSPS Programme
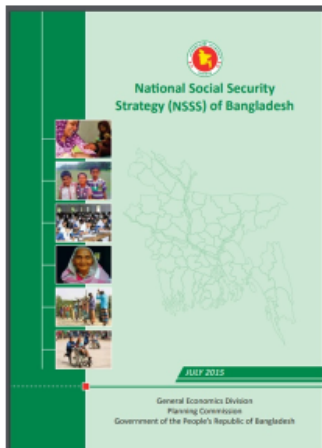
Annex – B

Powerpoint

CONSULTATIVE WORKSHOP OF COMMUNICATIONS & MEDIA AND ICT FOCAL POINTS

Social Security Policy Support (SSPS) Programme
CABINET DIVISION & GENERAL ECONOMICS DIVISION
GOVERNMENT OF BANGLADESH
27 SEPTEMBER, 2018
DHAKA, BANGLADESH

Australian Aid

UNDP
Empowered lives.
Resilient nations.

Background

National Social Security Strategy (NSSS) of Bangladesh

JULY 2015

General Economics Division
Planning Commission
Government of the People's Republic of Bangladesh

• The constitutional provision of the right to social security and pro-people socio-political commitment of the Government of Bangladesh has led to formulation of a National Social Security Strategy (NSSS).

• The strategy outlines an institutional arrangement that allows proper planning and execution of the social security programmes and

Annex – C

Questionnaire for Communications Diagnostic for NSSS
27 September, 2018
Consultative Workshop of Communication & Media and ICT Focal Points

Name: ……..

Ministry/Division/Programme/Project/Scheme: ………………………………………………………………….

……………………………………………Phone: ……………………………….. Email: …………………………………………………

Consultative workshop questionnaire

1. **Do you have the following in your social security programme/project/scheme? (Please tick as appropriate):**

☐ Communication Strategy

☐ Communication Plan

☐ No Communication Strategy

☐ Is there any need for a comprehensive Communication Strategy for effective implementation of National Social Security Strategy (NSSS)?

Comment (if any):

2. Communications Challenges:

What are the communications challenges you are facing in the social security/safety net programmes/projects/schemes? Please list top 5 overall communications challenges:

6. Challenge 1:

7. Challenge 2:

8. Challenge 3:

9. Challenge 4:

10. Challenge 5:

4   What are you doing to face the challenge? (Please list top 5 communications initiatives that you are implementing to face the challenges. Write "None" if there is no initiative.)

6.   Initiative 1:

7.   Initiative 2:

8.   Initiative 3:

9.   Initiative 4:

10. Initiative 5:

4. What could be done more to improve the scenario/situation of the programme/project/scheme?

6.   Initiative 1:

7.   Initiative 2:

8.   Initiative 3:

9.   Initiative 4:

10. Initiative 5:

5. Interpersonal & Group Communications Challenges

Indicator	Write Yes or No	Challenges	Suggestions to improve
Workshops			
Meetings			

Interviews			
Dialogues			
Field visit			
Exposure visit			
Any other			

6. Organisational Communications Challenges

Inter-Organisational Communications	Challenges	Suggestions to improve
CMC		
CMC (Focal Point)		
Communication (Focal Point)		

ICT (Focal Point)		
M&E (Focal Point)		
MIS (Focal Point)		
Gender (Focal Point)		
Urban (Focal Point)		
GRS (Focal Point)		
Annual Performance Agreement - APA (Focal Point)		
TCs		

7. Organisational Communications

Intra-Organisational Communications	Challenges	Suggestions to improve
Coordination		
Project Implementation Committee (PIC)		

Project Steering Committee PSC)		
Review Committee		
Others		

8. Mass Communications Challenges

Print Media

Media Initiative	Challenges	Suggestions to Improve
News		
Op-Ed		
Analysis		
Documents		
Printable Electronic Documents		
Any other		

Electronic Media

Media	Challenges	Suggestions to Improve
Television (News & Programmes)		
Radio (News & programmes for National, FM & community radio channels)		
Film (Short and regular)		
Drama (Episodic or series)		
Clips		
Adverts & Public Service Announcement (PSA)		

Online & Social Media

Media	Challenges	Suggestions to Improve
Facebook		
Twitter		
Linkedin		
Blog		
Interactive Q & A		
E-library Books		
Website		

9. Approach-based Strategic & Behavioural Change Communications Challenges

Approaches	Challenges	Suggestions to Improve
Behaviour Change & Social Change Communication (The beneficiary, women, children, elderly people, caregivers, household and families, community)		
Social Mobilisation (Media, civil society groups, organized networks, service delivery organisations, partnerships and capacity building, charity organization, NGOs.)		
Advocacy Initiatives (Policies, legislation & resource mobilization; National political leaders; policy makers and planners, private sector and development partners)		

Signature: ---