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Gender Integrated Advocacy and Communication Action Plan

Social Security Policy Support (SSPS) Programme
Cabinet Division and General Economics Division
Government of the People's Republic of Bangladesh

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Gender Integrated Advocacy and Communication Action Plan

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Cabinet Division and General Economics Division (GED) of Bangladesh Planning Commission Government of the People's Republic of Bangladesh
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Abbreviations

A2I	Access to Information
ADB	Asian Development Bank
ADP	Annual development programme
APA	Annual performance agreements
BANBEIS	Bangladesh Bureau of Educational Information and Statistics
BBS	Bangladesh Bureau of Statistics
BEPZA	Bangladesh Export Processing Zone Authority
BEZA	Bangladesh Economic Zones Authority
BIDS	Bangladesh Institute of Development Studies
BITAC	Bangladesh Industrial Technical Assistance Centre
BSCIC	Bangladesh Small and Cottage Industries Corporation
C4D	Communication for Development
CBO	Community Based Organization
CD	Cabinet Division
CEP	Community Empowerment Program
CHTDC	Chittagong Hill Tracts Regional Council
CHTRC	Chittagong Hill Tracts District Commissioner
CMC	Central Monitoring Committee
CSO	Civil Society Organisations
DHS	Directorate of Health Services
DPE	Department of Primary Education
DSS	Directorate of Social Services
DWA	Directorate of Women Affairs
ECNEC	Executive Committee of the National Economic Council
FAO	Food and Agriculture Organization
FD	Finance Division
FGD	Focus Group Division
FID	Financial Institution Division
FWA	Family welfare assistant
FY	Financial year
G2P	Government to the Persons
GE	Gender equality
GED	General Economics Division
GO	Government organisation
GRS	Grievance Redress System
HA	Health assistant
HSD	Health Services Division
ICROP	Integrated Community Registration Outreach Program

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ICT	Information and communication technology
ICTD	Information and Communication Technology Division
IGA	Income generating activity
ILO	International Labour Organization
IT	Information technology
LGI	Local government institutions
LJD	Law and Justice Division
M&E	Monitoring and evaluation
MDG	Millennium Development Goal
MEFWD	Medical Education and Family Welfare Division
MFS	Mobile Financial Services
MHVS	Maternal Health Voucher Scheme
MinFood	Ministry of Food
MIS	Management information system
MJF	Manusher Jonno Foundation
MOA	Ministry of Agriculture
MOC	Ministry of Commerce
MoCA	Ministry of Cultural Affairs
MOCHTA	Ministry of Chattogram Hill Tracts Affairs
MoDMR	Ministry of Disaster Management and Relief
MoE	Ministry of Education
MoEWOE	Ministry of Expatriates' Welfare and Overseas Employment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoFL	Ministry of Fisheries and Livestock
MOHFW	Ministry of Health and Family Welfare
MOI	Ministry of Information
MOL	Ministry of Land
MoLE	Ministry of Labour and Employment
MOLGRDC	Ministry of Local Government Rural development and Cooperatives
MoLWA	Ministry of Liberation War Affairs
MoPA	Ministry of Public Administration
MoPME	Ministry of Primary and Mass Education
MoSW	Ministry of Social Welfare
MOWCA	Ministry of Women and Children Affairs
MOWR	Ministry of Water Resources
MoYS	Ministry of Youth and Sports
NEC	National Economic Council
NGO	Non-government organisation
NGOAB	NGO Affairs Bureau
NHD	National Household Database

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NID	National ID
NIPSOM	National Institute of Preventive and Social Medicine
NPR	National Population Register
NSIS	National Social Insurance System
NSSS	National Social Security Strategy
OAA	Old Age Allowance
PDBF	Palli Daridro Bimochon Foundation
PESP	Primary Education Stipend Project
PFI	Private Financial Institutions
PMO	Prime Minister's Office
PMT	Proxy means test
PSD	Public Safety Division
PSP	Payment Service Providers
RRIMP	Rural Roads and Markets Improvement and Maintenance Project
SASSA	South African Social Security Agency
SB	Swanirvar Bangladesh
SCITI	Small & Cottage Industries Training Institute
SDF	Social Development Foundation
SDG	Sustainable Development Goal
SHED	Secondary and Higher Education Division
SMEF	SME Foundation
SMS	Short message services
SOP	Standard Operation Procedures
SS	Social security
SSD	Security Services Division
SSP	Social Security programmes
STEM	Science, technology, engineering and math
SWAPNO	Strengthening Women's Ability for Productive New Opportunities
TMED	Technical and Madrassah Education Division
UEO	Upazila executive officer
UHC	Union Health Centre
UN	United Nations
UNICEF	United Nations Children's Fund
UNO	Upazila Nirbahi officer
UP	Union Parishad
VGD	Vulnerable Group Development
VGF	Vulnerable Group Feeding

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Gender integrated Communication Diagnostics, Strategy and Action Plan for National Social Security Strategy

A. Background, Objectives and Methodology

A.1 Introduction

Bangladesh has achieved significant progress in reducing poverty in the country over the last four decades. The Government has adopted multidimensional policies, strategies and taken measures to address poverty to free the country from hunger and poverty. The Government's Vision 2021 and its Perspective Plan 2010-2021 prioritized inclusive growth, poverty eradication and empowerment of women. One major step towards this end was the approval of the National Social Security Strategy (NSSS) 2015 and the government has taken many programmes and measures for social security (SS) according to the NSSS. The measures include actions for promoting inclusive growth, human development, finacial inclusion, job creation, resilience from climatic shocks, addressing gender inequality, and increasing coverage of SS for the poor. As a result, Bangladesh's progress on Sustainable Devlopment Goal 1, Reducing extreme poverty is on track as measured by $1.90 a day. Besides, the Government has adopted measures to ensure food security and to address hunger and nutrition. The efforts include nutritional programmes like distribution of fortified rice, salt iodization, Vitamin A supplement for children, iron-folic supplementation among pregnant, lactating women and adolescent girls, deworming, and campaign for breast-feeding. Social Security programmes (SSP) include education, social security (SS) care financing, support for water and sanitation as well as various social allowances for elderly, persons with disablity, vulnerable women, students and other groups. Besides, there are several climate adaptive social security and livelihood programmes.

For the last 10 years the expenditure on SSPs has increased almost three-fold. In the Financial Year (FY) 2019-20, total expenditure for SSPs is 2.58 percent of GDP, which also includes pension of Government officials. Despite an increase in the budget for SS every year, the allocation is still low compared to the estimate in 7th Five Year plan, inadequate in many areas and has covered only a small share of deserving persons.

SSPs have considered women as a distinct group needing support and there are several women-specific programmes. There are other programmes, which also have specfied a share for women. The NSSS adopted a lifecycle based approach and proposed several reforms and consolidaton of programmes. It considered specific SS needs and has proposed for a consolidated Vulnerable Women's Benefit Programme. The reality is that there are social, economic and organizational barriers for women's access to SSPs.

To ensure full and inclusive implementation of NSSS, it is important to reach all deserving persons for all the groups. To address gender perspectives, this requires both information dissemination, public communication and advocacy. Transparency of information dissemination and awareness about the availability of social protection support for different groups at the local level is essential to ensure inclusion and equity. It has been identified that strategic and planned communication is necessary to ensure increased access of the beneficiaries. Therefore, a Gender Integrated Advocacy and Communications Strategy for the NSSS would be useful to take forward the actions outlined in the NSSS. Therefore, this effort of preparing a Gender Integrated Communication Diagnostics, Strategy and an Action Plan has been taken.

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B. Communication Diagnostics for Gender in Social Security

B.1 Introduction

Poverty in Bangladesh has decreased over the years. According to recent estimates it has declined to 21.6 per cent in 2018. Extreme poverty (lower poverty line) has also declined with rate of decline slowing down in the 2010-16 period (0.80 percentage points) compared with the 2005-10 period (1.5 percentage points). According to recent estimates extreme poverty has declined to 9.8 per cent in 2018 but the absolute number is still high. Extreme poverty declined in rural areas but not much change was observed in urban areas where extreme poverty declined from 7.7 to 7.6 and further declined to 6.1 per cent between 2010 – 2016 and 2018[1]. The poorest population live in perilous conditions, suffer chronic poverty from generations of marginalization and exclusion. Also those who have barely escaped poverty remain highly vulnerable of falling back in poverty due to inadequate cushion against shocks. Climatic and other shocks such as disasters and diseases often push the marginally non-poor back into poverty. The Honorable Prime Minister has committed to build social safety measures for all deserving citizens.

The incidence of poverty of female-headed households has also declined over time mainly due to the remittance flow in the female-headed households with male migration, government programmes benefitting women, increase in wages in rural areas and women's increased participation in the labourforce. The extreme poor experience poverty through multiple deprivations manifested in having little or no income or employment, little or no education, poor housing, non-access to SS, malnutrition, social marginalization and a lack of voice and power.

Female-headed households are still among the extreme poor and women face a greater burden of poverty. In addition women face risks of child marriage, dowry, early pregnancy, dometic abuse, unequal inheritance, wage inequality, burden of household chores and care and lack of access to public services including SS. Persons with disabilities, the elderly, persons living in remote areas, ethnic minorities and children without guardians are also among the vulnerable.

Despite all the efforts from the Government, SS coverage is still lamentably low. The existing programmes, with all their good intentions, face different challenges and the deserving candidates also face challenges in accessing them due to unaware of SSPs availability, provisions, and opportunities for them. They also lack knowledge on where and how to access as well as eligibility criteria of having the existing SSPs. On the other hand, in case of deprivation or dissatisfaction in accessing SSPs, almost cent percent beneficiaries do not know about various types of complain mechanisms available in the government mechanism to address their grievances. The providers also have limitations in capacity, information and knowledge about SSPs' design, beneficiary selection and delivery. Therefore, a well-designed communication strategy is necessary to mobilise and sensitise stakeholders at all levels. Dissemination of information is necessary for implementing SSPs for providers. Effective implementation is essential to yeild results in poverty reduction . On the other hand, external communication can enhance their effectiveness through improved coordination among stakeholders. It also can facilitate access of deserving beneficiaries, transparency of implementaion, enhancing social awareness and influencing social norms and practice to promote gender equality and end poverty in Bangladesh.

[1] Bangladesh Moving Ahead with SDGs – prepared for Bangladesh Delegation to 74th UNGA Session 2019, GED, HoB, September 2019

This diagnostic study is to find out the existing situation of communication related to delivery and effectiveness of social security programmes and to identify the needs of communication for different stakeholders involved in the implementaion of social security programmes. The NSSS has also emphasised on communication for effective implemention of the NSS and to transfer benefits to the target groups effectively.

B.1.1 Objective of this Diagnostics Study

This diagnostic study seeks to suggest a communication strategy for the delivery SSPs delivery and effective access and utilization of benefits by the targeted persons for the successful implementation of NSSS. The objectives are:

- understand the current system of communication by various programmes addressing beneficiaries and stakeholders;
- identify the communication contents and methods that impede women's access to and benefits from SSPs;
- identify social norms and behaviours and other structural barriers that impede women's access to information and benefits from the SSPs;
- find out the effectiveness, gaps and further requirements in information and communication for social security;
- explore how social security programmes can facilitate women's better benefit through gender-responsive communication for social security policies and interventions;
- provide a basis for an effective communications strategy that can facilitate enhancing the knowledge of target audiences with key messages and critical information;
- develop the key messages and information tailored to suit the needs of external and internal audiences and methods and channels of dissemination to support yielding better result of the SSPs.

B.1.2 Methodology

The study is primarily qualitative in nature and mainly based on review of documents from various social security programmes, strategies, guidelines and research reports. Review of documents was undertaken mainly so that a comprehensive understanding of the existing information dissemination contents and methodologies in operating the current social security system, needs, requirements of changes, and the role of information and communication in facilitating change considering the needs of different stakeholders both in supply and demand sides. This also included a review of online presence and e-materials of the programmes.

The review was supplemented by some interviews and consultations with at the national and sub-national levels and persons involved in the preparation, programme planning and delivery of social security policy preparation, programme planning and delivery. Views of local people, summary of focus group discussions and beneficiaries of various programmes contributed in understanding the existing field situation and the needs. A consultation with relevant stakeholders was carried out with social protection experts and relevant representatives of government ministries and civil society to obtain feedback on the draft document. A second consultation for sharing the preliminary findings and recommendations was held with the stakeholders.

B.1.3 Limitations

The study faced limitation as in most of the ministries and agencies did not have a communication strategy. Communication for the delivery of social protection and capacity

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building was ad hoc and sporadic. Many programmes did not have any e-presence and guidelines. Therefore, the study was viewed from a general angle.

B.2 Gender in Social Protection and Communication

Bangladesh has seen a sustained economic growth and human development compared to the neighbours in the South Asia Region. According to the assessment by the World Economic Forum in the Global Gender Gap Report, 2018 by the World Economic Forum, Bangladesh ranked 48th among 149 countries based on composite criteria on educational attainment, social security and survival, economic participation and political empowerment. Bangladesh scored highest among the South Asian Region and was ahead of all other countries in the Asia region except for the Philippines[2]. Over the years, Bangladesh also showed growing resilience to climatic shocks over the years. Despite the progress, persistent income, social and gender disparities continue as critical development challenges ensue

Social security has been a continued need as well as a driver to well appreciated progress in economic and social areas of the country. The progress towards a MIC and achieving SDG's and the need for a reduction of people's poverty and vulnerability, is where social security measures are seen to be a critical catalyst. Women being the majority of the poor, lag behind men in about all counts and are still yet to receive equal opportunities and reap equal benefits from developmental, political and social processes. The Government has been consistently attentive towards promoting gender equality and hence many social security programmes have targeted women so that it the developments will yield significant improvements in women's and girls' lives as well as improve gender equality indicators. Still, women often need social security support as they face different risks and vulnerabilities, than those of men. At times, they are also subject to traditional gender- based discrimination and harmful practices, which accelerates their risks and vulnerabilities as well as perpetuate their need for social security support. It is critical to ensure social security for women considering the lifecycle risks and vulnerabilities based on age, poverty situation, social as well as household context. Women's unequal inheritance, low access to finance and resources and low educational attainments limit their access to the labour market and financial independence. In addition, the responsibilities of household chores and care, pregnancy or motherhood, uncongenial work environment, unfavourable job conditions, stigmatization of divorce, loss of livelihood support and assets up to widowhood, are some of the vulnerabilities often faced by women. Therefore, women's need for social protection support is wider than that of men. Considering these requirements, the Government introduced several social security programmes targeting women and girls to address gender-based constraints that refrain women from participating and benefiting from community work, human development services and labour market.

Social protection programmes targeted towards women are often based on the generalized notion about women and girls' situation and the lack of intensive gender and social assessments. Particularly, the rationale behind the programmes, underlying objectives and expected roles of stakeholders and beneficiaries are not based on analysis of the local conditions, women's opportunities, their accessibility to information and their mobility etc. There is little evidence of a communication strategy within programmes to inform beneficiaries about the objectives, criteria and their roles. Therefore, in many cases, women beneficiaries are a not aware of why they are selected or not selected, what is expected of them, how the programmes operate and where to

[2] World Economic Forum, Global Gender Gap Report 2018

go, if there is any grievance. On the other hand, stakeholders operating the programmes also lack information about the objectives, operational criteria and methodology. The traditional social norms practiced in the family and community limits their mobility and access to information, media and other sources of individual communication. This eventually reduces women's chances of gaining knowledge about existing opportunities, criteria and ways to avail them. Despite that, the role of social security for socio-economic development is globally recognized and potential negative impact on gender dynamics are still a concern in regional and global discussions. Therefore, the Government is endeavouring to effectively reach a large number of poor people living in rural areas, especially women and girls for ensuring that social security programmes effectively reduces their risks and vulnerabilities.

B.2.1 Communication for the National Social Security Strategy (NSSS)

For effective implementation of the NSSS, it is necessary to formulate a comprehensive communication strategy for ministries/divisions implementing social security programmes. To effectively implement social protection schemes, the right messages have to be disseminated to the right people. All information should be readily available to involved stakeholders i.e. beneficiaries, Ministries/Divisions, agencies and NGOs.

The NSSS calls for developing a plan for dissemination of the reformed Social Security System to make the potential beneficiaries (inclusive of all groups including women and vulnerable) aware of their entitlements under the reformed and core life cycle programmes, including the increase in transfer size. The plan is to make beneficiaries aware of outcomes and eligibility criteria for each programme. It is also intended to sensitize stakeholders about the reforms to ensure compliance and an expeditious transition for effective implementation of social security. Stakeholders including Civil Society Organisations (CSO) also need to be aware of their role in implementation, including grievance redress. The NSSS also emphasises on putting all information, including results of evaluation on the websites of the implementing Ministries/Divisions and on the website of the Planning Commission. Sharing of results with the Cabinet and responsible Parliamentary Standing Committees is also foreseen.

Therefore, a communication strategy becomes essential and will help create awareness among people about the government's efforts for social security especially about rights and responsibilities. It will also be useful for inter-ministry information sharing for better coordination, transparency and accountability. In view of developing a communication plan, it is important to understand the current practice of communication in social protection. Therefore, this this diagnostic study presents the current situation.

B.2.2 Communication and Advocacy Requirements in Social Protection for Gender Equality

Strategic communication is the key to effective implementation of any programme as well as the means of advocacy. On behalf of the disadvantaged including women and other disadvantaged groups, communication is a basic tool of advocacy on behalf of the disadvantaged including women and other disadvantaged groups. An important part of work in social protection is disseminating knowledge, creating awareness by reaching messages to the right audience and promoting the exchange of experiences and good practices in gender integrated social security among the beneficiaries and other stakeholders. For effective implementation of social security programmes communication is necessary for different reasons both from advocacy and communication perspectives.

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Advocacy perspective:

a. **Coordination:** As social security requires collaborative efforts of different stakeholders' coordination becomes a priority. A consistent challenge in coordination between different ministries and sectors, and different levels of government, local government and other actors is inadequate and ineffective communication. Harmonisation of actions with resources, and coordination could be effective with transparent and planned communication. This is particularly important in order to understand and act for gender equality.

b. **Evidence and data generation**: Communication with public and policy makers can inform the type and needs of beneficiaries, the type and extent of availability of support, and it also can support arguments in favour of suitable programme and dissipate concerns related to availability, coverage and effectiveness. Gender based evidence and sex disaggregated data, can be generated for policymakers to support in making social security related decisions and plans for conducive gender equality. It can also support legislation to move social protection approaches from a programme to a 'rights-based' approach.

c. **Delivery of services:** Communication can strengthen the effectiveness of the delivery of services in reaching the beneficiaries especially as it is critical for outreach services to women and the vulnerable as often, they remain in isolation. Communication can also support dialogue at various levels, which can facilitate implementation of social protection programmes in a responsive manner.

d. **Social security financing:** Social protection programmes need continuation of resource availability. Besides the public sector, external or private funding can support this. Communication is essential to make the donors understand the needs of the vulnerable and women that can ensure funds through supporting resource mobilisation.
It requires a consistent approach to communicate with both internal and external stakeholders including women and other vulnerable beneficiaries. To achieve the goals of the Gender Policy for Social Security communication, awareness raising, capacity building and advocacy is essential. Communication requires a variety of overlapping activities, forms and levels, individual communication, mass communication and organizational communication including awareness raising, media campaigns, public speaking, communication through media, training, consultations etc. To implement the NSSS, multiple types of activities at the national, sub-national and at grassroots is necessary. The ultimate outcome of communication at different levels will be to influence policies and practices in empowering women and enhancing their social security benefits by promoting gender equality. There are several roles of communication in social protection and gender equality. As in Bangladesh, women's access to information and mobility is limited compared to those of men, planned communication targeting different sections of the audience would be beneficial.

Communication perspective:

a. **Enhancing community knowledge social protection opportunities**

This diagnostic study reveals that a large number of poor and vulnerable people especially women and girls have remained unaware of the available social security benefits to the different groups of people and the related entitlements. They are also unaware of the selection criteria in their respective unions, the processes of selection and finalisation of

beneficiaries at the ward level. A general awareness about old age, disability, maternity benefits or stipends is visible but the criteria, purpose or selection methods are not known to them. Low levels of education and lack of general awareness have been the most common barriers in this regard. It is essential to inform deserving beneficiaries, women, men, disabled, girls and boys about their rights to social protection and their obligations as well. To address this issue, communication especially mass awareness campaigns can help people obtain the necessary information and encourage them to proactively seek avenues for overcoming any access barriers. It has been evident that most of the programmes do not have planned communication strategy or campaign mechanism. Building awareness can also contribute to local-level accountability in administering the social security system. Local NGOs can reach out to potentially eligible beneficiaries for communication while the electronic media can also play an important role.

b. Enhancing community knowledge on social protection grievance redress

Along with the selection and distributional aspects, targeted population groups need to know about who to complain for the grievance mechanisms, if they are excluded from the programme coverage. It is worth mentioning that although a Grievance Redress System (GRS) under the Cabinet Division is already in place, the number of complaints received through the system is minimal. This could be due to factors such as a lack of awareness about GRS, not having any campaign or information dissemination about the existing system, not being informed of the process, not being familiar with the online system or not having access to the internet, etc. Since poor and marginalised people especially women are more likely to possess comparatively a low educational attainment, the online or paper-based procedures to lodge complaints are not familiar or accessible to them. Therefore, only raising awareness might not be sufficient in addressing the issue. Rather, adequate and complementary measures such as implementing a call-centre based GRS, extending support services at union parishad offices/other local government institutions in lodging complaints, organising public hearings and encouraging people with disadvantaged socio-economic background to participate in them, etc. need to be considered in conjunction with awareness building campaigns.

c. Enhancing knowledge of the key providers about women's reality and ways to serve them

Implementation of responsibilities for Social security are assigned to different institutions or actors. They include central government ministries and agencies, local government institutions (LGI), line departments at local level, civil society organizations (CSO), and the private sector. They perform various interrelated functions where the public sector may have limited human resources and capacity to do so. The roles and responsibilities are based on the comparative advantages of each institution or actor. An effective coordination is to ensure social protection as a public service involving various actors. Clear functional assignments, guidance on process, participation and accountability are necessary for effective functioning and effective delivery of social services. These not only require coordination but also need public communication to provide information on the institutional and operational arrangements based on the nature and objectives of the programmes. LGIs and also the CSOs play important roles in the administration and management of social protection programmes. At times also the LGIs plan and implement small scale social security activities. The CSOs and Community Based Organization (CBO) are another group of non-state stakeholder involved in social protection services. The CSOs undertake supportive roles for establishing baseline, awareness raising, training and monitoring. These institutions need communication for

information and capacity development to undertake specific operational functions including selection of beneficiaries and delivery of services.

d. Generating evidence to inform social security policies and programmes

Policy makers frequently need evidence and relevant information in an appropriate manner, to justify, argue, decide to support and implement actions that contribute towards promoting gender equality. Generating evidence and translation of relevant information into arguments or justifications need a basis for communication with and among stakeholders and decision makers. These are helpful in the formulation of new policies, change existing laws, policies or rules; and to launch campaign and systems for changing norms and practices. Communication plays the role for advocacy to facilitate opportunities for and raise the voices of women and vulnerable/excluded groups. Communication can also influence policymakers, managers and leaders to create an enabling policy and a legislative environment to facilitate social transformation. Facilitating the exchange of experience among different ministries and programme to foster cooperation also requires effective communication.

e. Generating evidence for national development, advocacy and policies

Evidence on the impacts of social security programmes can be obtained from communication including research. The evidence on the economic and productive impacts of social protection on beneficiaries and on the local economy is an essential tool for measuring national development. Social security can be a positive contribution to country-level efforts to help achieve SDGs. Social security communication though research can also help identify the vulnerabilities of women, marginalised and disadvantaged population, identify their needs, possible elements of social security programmes, requirements for such policies and support advocacy for policy and additional resources.

f. Developing capacity of the social security programme planners and implementors

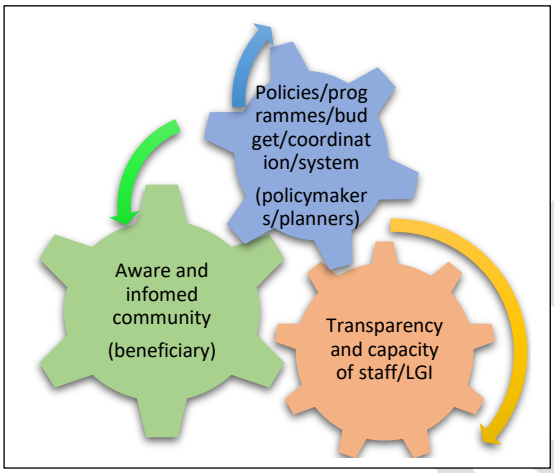
Social security programmes require capacity at various level including planning, design, delivery, and establishing a baseline and research. The government ministries and offices often lack adequate staff, guidelines, information and communications technology to effectively operate the programmes. Building capacity may involve increasing the number of staff members at local level, and also enhance their technical knowledge and capacity through training. The lack of institutional capacity at local level results into selection error, and an inefficient operation. It also puts pressure on the budget by enhancing the need for institutional capacity and can take resources away for training from the programme leading to a reduced number of target beneficiaries. To implement the NSSS, the capacity of internal and external partners needs to be enhanced through communication. Capacity of partner CBOs, LGIs and CSOs in supporting access to social security, training, managing workfare programmes and other areas is also necessary. Their capacity to communicate with beneficiaries for support and training is crucial.

g. Enabling the planners and implementers to address gender issues in social security interventions through advocacy

As has been discussed, women and girls face different problems than those faced by men and/or the implication of the same problem on women's lives will be different. In addition, social norms and practice affect them differently. Therefore, it is important for the planners, implementers, researchers and monitors to understand and analyse gender perspectives in social protection needs, programming and delivery. Communication is also required to

advocate for policy changes, programme intervention and additional resources. All these again demand effective communication for understanding and developing capacity for mainstreaming gender in social protection.

Based on the above it is important to understand that effectiveness of the SSPs require communication advocacy, interaction and participation at 3 different levels. Synergies need to be created at these three levels among stakeholders as presented in figure 1. These include both demand and supply side.



Policy/decision makers: The decision makers and the service providers need to communicate to understand the needs and priorities of the community along with the gender-based needs and perspectives. Communication and interaction with implementing agencies/ministries enable formulation of conducive policies, supportive design and allocation/mobilization of adequate budget. Communication for policy coordination is also critical. In this case the ministries managing SSPs require data on needs, performance and impact for policy and advocacy. The Finance Division requires data for budget allocation. The Cabinet Division and Planning Commission require data on programme effectiveness for assessment, planning, scaling up, consolidation, and tracking of SDGs.

SSP implementing agencies: The department/agencies, are responsible to implement programmes. LGIs are implementing agents of many large SSPs. In addition, NGOs are also involved in service delivery and training etc. At times they do so without any training or without knowing about the guidelines of programme implementation. Communication of information and capacity development of the providers is critical for awareness, delivery and monitoring of programmes. Lack of awareness among the service providers remains a barrier to effectiveness of the services.

Citizens: The citizens especially the poor lack awareness of SSPs their rights and they lack access because of insufficient coverage. Many eligible persons do not know that they are eligible or how they should apply, and, on top of that, believe the government does not care about them. Systematic communication campaigns can inform and empower citizens to access services that they are entitled to.

B.3 Factors Hindering Access and Benefits from Social Security in Bangladesh

Being a developing country, in reaching the poor and marginalised people, SSPs in Bangladesh pose different challenges. For women, the challenges include both supply side and demand side problems and becomes acute. Challenges are based on organizational, individual and social contexts. These include issues related to coverage, size of transfer, low coverage, limitation of resources. There are other barriers related to governance that include favouritism, payment for selection of beneficiaries, political consideration, and the erroneous selection of beneficiaries for

SSPs. Lack of awareness regarding existing SS, isolation of the marginalized groups are also barriers in accessing SSPs.

Studies on social protection regarding access to social security benefits identified several factors that hinder accessing SS benefits. Kidd (2014) argued that exclusion happens from three dimensions, exclusionary forces, structural disadvantage and limitations in capabilities. These are consistent with earlier discussions. The actors are policy makers, providers and beneficiaries. The following section elaborates on these issues.

B.3.1 Supply side barriers:

Institutional barriers

Insufficient coverage: The number of persons falling within the target criteria of each SS programme is high compared to the availability. Limited supplies against large demands from persons fulfilling the criteria sparks fierce competition among deserving candidates for SS benefits. This triggers various unwanted practices and political influence which become stronger. UP Chairs and TNOs said that in some of the areas, the incidence of poverty is high but SSPs cover only a small fraction of qualified candidates. This has been identified as the prime factor behind the exclusion problem.

Insufficiency of funds: The inadequacy of funds from both domestic and external sources limit the extent and amount of SSPs, which has been identified as a major problem. Eventually this results in insufficient coverage and opens up scope for discretionary and undesirable practices in beneficiary selection as well as affecting targeting. Insufficient fund is one reason, which raises many other problems like political influence, nepotism and exclusion.

Inadequate analysis and attention to local and gender-based needs: This factor relate to planning and designing of policies and programmes. Inadequate assessment of local needs and overlooking the regional variation of needs of women or the marginalised groups in the demands for SS support are two major supply-side problems. Planning of SS is often based on a generalised notion of poverty that may exclude a large number of deserving women and vulnerable people. There may be specific poverty pockets with specific gender-based needs which require attention. Lack of an analysis-based feasibility study is another reason for poor planning and low results. In remote areas like chars, hilly regions or erosion/draught prone areas, poverty may be higher, and women will have specific needs. In addition, the allocation is given by upazila (sub-district) as the lowest unit. Even within upazilas some unions are more poverty or disaster affected than the others, but they are treated equally, which aggravates exclusion.

Improper documentation of age in National ID (NID) cards: In recent years, the National ID cards are being used for identification. NID cards do not always carry accurate information, which creates problem in identification and inclusion. This also a major problem in that the correct age is not reflected for senior persons as birth as registration system is a fairly new concept and does not cover all. Therefore, eligible elderly people are excluded, and ineligible younger people may receive old age or maternity benefits due to incorrect information on NIDs. Also, in urban areas, people live in rented houses and change addresses. The cumbersome process of rectifying errors on the NID also creates problem. Many people especially women suffer due to the non-documentation of their age. On the other hand, women's change of residence after marriage also leads to exclusion, if they have their NID with their parental address.

Local political economy factors

Political pressure: Since there is no universal coverage of SS, insufficiency of allocation also creates various social and political pressures. The local administration and the representatives of LGIs compromise with the selection criteria to accommodate the demands of influential people. The LGI representatives feel that they cannot fulfil their responsibilities independently. The insufficient allocation of resources results in political pressure and deserving people of marginalized groups lack access to SS schemes. In recent years, an informal pressure on LGIs is to allocate SS benefits for political party followers and activists tend to lead towards an erroneous selection. Women, being politically less connected, face these problems acutely. According to several studies, the practice of favouritism by LGI leaders is a major barrier for exclusion of eligible candidates.

Political interest of the LGI representatives: Generally, the UP Chairperson and members are assigned with the responsibility of selection of beneficiaries of various SS schemes. They have the tendency to satisfy the demands of persons who voted for them. To ensure support and vote for their favourite, they want to use the SS schemes and at times, compromise with the given selection criteria. They want to provide more benefits to their followers and satisfy and influence local people. Effective monitoring system is absent for most of the programmes and therefore, the beneficiary selection process becomes biased as per the needs of LGI leaders and other local elites having influence on them.

Nepotism: A common hindrance to accessing SS programme is the practice of nepotism. The relatives, domestic workers and followers of LGI leaders are the main beneficiaries of SS support. There is a social pressure, to support relatives, friends or listen to their requests and prioritise their needs. It has also been seen that UP leaders allocate quotas for their loyalists and domestic staff. This means persons not connected to influential people are often excluded. Single women have greater possibilities of exclusion due to their seclusion and isolation. The marginalised people also try to influence the leaders through their relatives or local elites, even though it costs them money or labour.

Lack of transparency in selection: According to the law, UPs are assigned to select beneficiaries of SSPs through public meetings. There should be open ward level meetings held annually. The selection of beneficiaries is supposed to take place at these open meetings according to the selection criteria. Unfortunately, these open meetings at the ward level are not held or organized on an ad hoc basis as a formality and poor women and marginalised people barely have time attend or voice their demands. Women and vulnerable groups are not notified about these meetings. Generally, the supporters of UP leaders participate in these meetings and selection is often influenced by local elites and local leaders.

Payment in exchange of selection: At times people have to pay leaders or their followers for inclusion of their names in the beneficiary list of SSPs. Several studies in the field has supported this. The problem has remained for a long time and the amount varies. Poor and marginal women having a low resource base remain excluded from SSPs due to their inability to arrange money.

Other exclusionary barriers: There are other barriers that hinder vulnerable groups access to information about SS. If communication does not take into account the factors of all groups, certain groups can remain out of communication and therefore be excluded from SSPs. Similarly,

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people from remote riverine chars or hilly region have low access to information due to logistical inadequacy.

B.3.2 Demand side Barriers

Socio-cultural factors

Social marginalisation: Based on their gender, age, caste, religion, ethnicity, location, disability, resident status etc. people from marginalized communities can be isolated and excluded. Based on the socio-economic status some people can refrain from demanding support. Despite initiatives to address marginalized groups, they generally do not come forward due to lack of confidence and orientation about their rights and eligibility. People from marginalized communities, especially women, also remain invisible and seldom participate in any social gatherings including ward meetings. The awareness level among people of these groups is low and they are engaged in informal ad hoc jobs. Their participation in decision making meetings is virtually absent. This also aggravates their marginalization and exclusion further.

Stigma attached to SS: In some cases, eligible persons do not seek SS support, especially, if they are from poor families having a solvent or locally respected past. The general perception about SS beneficiaries is that they belong to lower economic strata and have low social status. Sometimes the attitude of implementors becomes as patron or shows benevolence, which some deserving persons feel as insulting. Therefore, families having a better economic background exclude themselves voluntarily from SSPs to retain their image as non-poor.

Lack of awareness: In many cases eligible beneficiaries do not approach or access SS support due to not being aware of or not having information about the selection criteria or knowledge of the system. Studies found that a majority of the people do not understand the beneficiary selection process. They know very little and have little scope to know or raise voice about their needs. Due to this lack of knowledge and awareness they cannot ask for their rights and cannot make the LGI representatives and other officials accountable.

Perception of ineligibility: Studies have found that some eligible people, particularly the marginalised hardly approach the LGI leaders or put any efforts to reach out to the responsible authorities. This happens mostly because they have a perceived notion that only people having close linkage with the LGI leaders can get benefits. Due to lack of their knowledge about selection criteria and the local practice of nepotism they might approach the LGI leaders once or twice but, if not addressed, do not pursue. This lack of motivation is often related to the local political barriers, non-transparent practice of selection and the time/money cost of persuasion.

Persuasion by stronger groups: Some people, even if they are not eligible, can be included due to their political connection or persuasion. At times these groups do not present their actual financial conditions. Some people are ready to pay in exchange for attaining their selection. These people who succeed will be included as SS beneficiaries while some eligible people may be excluded.

B.3.3 Specific barriers to women's access to social security

As has been identified in many studies that women face different types of discriminatory behaviour and harmful practices and some norms enforce the traditional low status of women and girls. These norms are enforced by family and the community and assign differential roles and responsibilities between women and men. Some of such norms and practices influence women's risk, vulnerability and access to social services.

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Gender roles and division of labour where women are expected to bear children, take responsibility of household chores and care and follow decisions of the household head. The norms result in girls' drop out, child marriage, early pregnancy and many other such situation. On the other hand, women's increased participation in labour force and education increased their work burden as sharing of household work is inadequate. Women's vulnerability to domestic or external violence has increased over time. Another phenomenon is increase in female headed households due to male migration, deaths, disability, widowhood or abandonment. Natural calamities also aggravate male migration or loss of livelihood. The absence of a male makes a woman socially more vulnerable though she becomes the household decision maker. Women's seclusion and lack of mobility restricts women's access to services and information, weakens their self-confidence and reduces their chances to access labour market and be familiar with SSPs. Their low educational attainment restricts their access to labour market and eventually the require social protection support. Working women from urban poor households need labour market support like insurance, maternity and childcare. Child marriage not only hinders growth of a girl as a productive agent, but they rather become vulnerable to early pregnancy, malnutrition and diseases needing SS. The practice of women's marriage to older men increases women's risk of widowhood or being alone in their later life, experiencing the risk of living in poverty or needing care. The increased life expectancy also puts pressure on women as care providers, in addition to the household work and care work they already perform. Controlling behaviour, a major discrimination faced by women limits their mobility and participation in decision making meeting and accessing information. The unpaid care work, and the responsibilities of household chores does not allow women to either go for information or participate in meetings and be informed. All these have major impact on the level of awareness, knowledge and confidence of women to access and pursue SS opportunities.

One has to realize that a key factor behind all the above is lack of knowledge, capacity or information at different levels, which is primarily related to effective communication. The success of a SS scheme is often dependent on an effective, public communications campaign. People need to know about the existence, criteria, and operation process. Beneficiaries need to understand how to access, conditions, compliance and grievance mechanism. Similarly, those in execution should also understand the whole process. There is correlation between effective communications and success. Lack of knowledge is the main reason of a programme not taking the field reality and diversity into consideration since people need to know what exactly the situation is and needs of the target groups. Effectiveness can also be influenced by discrimination, and limitations in communication capabilities.

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Table 1: The barriers in the demand and supply side at various levels

Supply side		Demand side
National Level	Local Level	Local Level
• Insufficient coverage • Insufficiency of funds • Inadequate analysis and attention to local and gender-based needs • Improper documentation of age in the National ID (NID) cards	• Political pressure • Political interest of the LGI representatives • Nepotism • Lack of transparency in selection • Payment in exchange of selection	• Social marginalization • Stigma attached to SS • Lack of awareness • Perception of ineligibility • Persuasion by stronger groups • Specific barriers to women's access to social security

The supply and demand side barriers are not mutually exclusive, they can also be interconnected. As mentioned earlier, the insufficiency of funds limits coverage generates malpractice, wrong targeting, political influence where the LGI representatives can apply their discretionary powers for selection of beneficiaries. This actually benefits the followers, neighbours, local patrons, close neighbours, party supporters, and loyal voters. It also financially benefits the LGI leaders in the selection process. It is very well understood that to eliminate these barriers, communication at various levels with community people, LGI representatives, SS service providers, donors, planners and policy makers becomes a critical tool for orientation, awareness, capacity building, transparency and accountability. Insufficiency of funds which leads to targeting bias, inclusion of ineligible beneficiaries and exclusion of eligible candidates takes place.

B.4 Reality in Social Security and Communication at field level

The above sections highlighted the possible issues and limitations and with problems in social security from both demand and supply sides. They include different types of limitations and a substantial part of the problems could be reduced with planned and strategic communication at different levels. It is very well understood that to eliminate these barriers, communication at various levels with community people, LGI representatives, SS service providers, donors, planners and policy makers becomes a critical tool for orientation, awareness, capacity building, transparency and accountability. It is also critical to communicate to identify and understand needs of the marginalized and women/girls, address the needs, develop capacity to address gender-based needs and provide conducive policy support for women's empowerment and gender equality through communication in SSPs. There are several challenges faced by the SSPs or beneficiaries. The reality related to the operation of SSPs as has been found through the diagnostic study are narrated below. Case studies have been prepared and presented in boxes from diagnostic studies on selected SSPs conducted under a project of Ministry of Finance. Based on the assessment of the field reality, the communication related issues and limitations by level has been presented in the following Figure:

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Figure 2: Major areas of communication gap

	Major areas of gap	Central level		Field Level	
		Policy and management	Central planning and implementation	Implementors	Beneficiary/ Community
1	Resources	• Inadequate attention on communication • Inadequate budget • Inadequate data/central database	• Inadequate attention for communication • Inadequate budget	• Inadequate attention for communication • Inadequate budget	• Inadequate attention for communication • Inadequate budget
2	Capacity		Capacity to plan communication	Capacity for communication	Lack of awareness and confidence
3	Accountability		Inadequate grievance	Lack of Transparency	Lack of confidence Inadequate grievance redress
4	Collaboration and Coordination	Inadequate coordination	Inadequate coordination	Inadequate coordination	Inadequate network

B.4.1 Policy/management level issues

a. **Inadequate attention to communication:** It was found that in most of the programmes there is no communication strategy. Publicity campaign to raise awareness about programme and deliverables is almost absent for most of the programmes. Linkages with media is seldom established for communication. In the health sector there are some campaigns on immunization and services. Lack of sharing information and scope of training of staff and beneficiaries has been observed in several programmes.

b. **Inadequate budget for Communication:** There is also no or inadequate budget for promotion and communication. Inadequate budget allocation for communication, information and training for staff and beneficiaries lead to exclusion, misconception, inclusion of ineligible persons etc. This also leads to inadequate knowledge of beneficiaries and low achievement in SS results. For example, when proper knowledge dissemination is missing, eligible pregnant women are less likely to go for vaccination, or have unhealthy nutritional practices, others. There are some examples of communication campaign like on sanitation or oral saline, but SSPs do not invest in such communication and campaigns.

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c. **Inadequate materials and staff for communication:** Most of Ministries/agencies do not have a media or communication cell with trained personnel. In addition, in many cases, the Project Directors are part-time employees with other major responsibilities. Staff handling SSPs are often not informed of NSSS and its objectives. Inadequate human resources result in inadequate attention to the programmes, particularly gender issues and this limits achievements in women's empowerment. Communication materials are also not targeted to specific groups. Programmes, lack an, easy to understand handy flyer for potential beneficiaries.

Case 1: Maternal Health Voucher Scheme (MHVS)
MHVS targets poor pregnant women to increase demand and utilization of maternal health services, to improve access to and utilization of institutional and safe childbirth. The field workers had inadequate knowledge about implementation and benefits offered by the programme. Therefore, some pregnant women were recruited very late into the programme. Identification of some beneficiaries was erroneous and some people outside the target group were enrolled. MHVS had inadequate budget allocation for communication, information and training for staff and beneficiaries. Lack of communication among village, union and UHC programme personnel; lack of interest of Upazila Health and Family Planning Officers in the programme and lack of accountability within the programme were identified. The field level committees were not active. Late identification of beneficiaries led to two types of communication and knowledge failures: a. eligible pregnant women were less likely to contact FWAs and HAs to report their pregnancies, and the FWAs and HAs were, in turn, less effective in identifying new pregnancy cases. These led to lower achievement compared to expectation. The programme also faced delay in the flow of funds owing to lack of inter-ministerial communication.
Source: Ministry of Finance, http://spfmsp.org/resources/diagnostics-studies/

d. **Centralized decisions:** Communication strategies, whatever they may be are often developed at the central government level and do not take into account local realities or involve actors at the local level. Therefore, the local requirements and issues could be ignored or may remain unattended. Communication is mainly top down and circular based. Circulars are sent mainly to the Deputy Commissioners at the district level and to the line agency officials.

e. **Inadequate guideline:** Some programmes lack a concrete, and complete guidelines or handbooks for staff. The manuals are also inadequate and not all manuals are sent to the UPs. The Vulnerable Group Feeding (VGF) programme only has a manual prepared by MoDMR based on 2012-13 HA Implementation Guideline. The component of fishermen beneficiary still lacks clarity. Gender aspects of specific SSPs are not integrated in manuals or guidelines. They often include the process of selection and operation without much attention on how to reach the marginalized and women from remote areas or who live in isolation. Most programmes lack follow up mechanisms beyond the VGD cycle and sustainability not known.

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f. **Inadequate grievances redress mechanism**: In most programmes, no robust complaints mechanism exists for beneficiaries. The programmes lack a systematic process to track and address complaints on targeting errors, nepotism or corruption. The central Grievance Redress System also does not have mechanisms to inform the public about the system. A complicated grievance redress system exists for Old Age Allowance (OAA) and Allowance for Deserted Women and Widows. The union level beneficiary selection committee is mandated to resolve selection-related grievances and the Upazila committee resolves the appeals. In general, grievances are not placed. A pilot programme implemented by the NGO, MJF, in selected unions, recommends an effective grievance mechanism at grassroots level was implemented to establish accountability of social protection programmes. The pilot programme has introduced social accountability tools such as social audit, community score card, community report card, development of citizen charter and public hearing. Unfortunately, the coverage was only done in 12 upazilas of 12 districts. The learning has not been utilized for upscaling. MJF is implementing a new programme with the same methodology in 25 upazilas of 17 districts. In general terms, women are ignorant about these systems and due to the existing cultural norms, they are shy and unable to raise their voice, even if there is a problem.

> ***Case 2: Vulnerable Group Feeding (VGF)***
> *VGP, a humanitarian programme targeting disaster affected persons by floods, cyclones, and other natural calamities ensures food security after disasters. VGF lacks adequate and concrete guidelines. A manual was prepared 2012-13 HA Implementation Guideline, which lacks clarity on the component for fishermen. There is no robust complaints mechanism for beneficiaries, and it lacks a systematic process to track and address complaints on targeting errors, nepotism or corruption. Formal publicity campaign to raise awareness about programme and deliverables is absent. Inadequate communication across different levels of organization and community hampers efficiency and effectiveness. It also showed lack of accountability and at times beneficiaries were selected because they voted for the local leaders. Since there is no clear complain redress mechanism, at times the local leaders try to satisfy the complainant, if any by promising future benefits, or by providing some payments from their own pocket. Coordination between VGF and relevant schemes of other Ministries is missing. More structured coordination and communication can yield better SS results but may require additional efforts and financing to coordinate among the programmes.*
> *Source: Ministry of Finance, http://spfmsp.org/resources/diagnostics-studies/*

g. **Lack of coordination:** At the national level there is scope to attain better results of SSPs, by ensuring merger and effective coordination. For example, coordination between maternity allowance and nutrition or maternal and child health care programmes, would yield better results in terms of nutrition, maternal mortality or infant mortality. Adequate and purposive communication for coordination across different ministries /agencies is limited. Therefore, many different SS projects are functioning with almost similar objectives. Lack of coordination also enhances possibilities of same person receiving multiple benefits or different benefits in the same area. During the gender diagnostic study, it was found that in the same union there were 3 different road maintenance projects including SWAPNO employing women with different operational methodology and benefits. Lack of inter-ministerial/agency communication limits the raising the field reality to the policy makers and sharing of experiences including those related to gender issues. Lack of coordination also causes delay in the flow of funds and overlapping of different programmes. Not only at field level, communication for coordination and partnership is also limited at the ministry and agency levels as well as internally among programmes. This results into implementation of several similar programmes by the same agency or different ministries. This lack of communication

also limits the capacity to understand and address gender equality issues in SS. These is also lack of linkages with media on SS issues and programmes.

h. **Reliance on paper-based communication:** Reliance on paper-based communication for coordination and decision-making hampers programme delivery, training and general

> ***Case 3: a. Maternity Allowance and b. Lactating Mother Allowance***
>
> *Maternity Allowance Programme provides financial assistance to poor pregnant women in rural areas. Lactating Mother Allowance is a similar transfer programme for urban poor working pregnant or lactating women. The programmes have committees at Upazila and district levels to select beneficiaries. The committee members at district, upazila and union levels are not actively involved in the process. Most of them lack knowledge about institutional structure and objectives of the programme. Selection of beneficiaries were flawed at times and beneficiaries did not fall in the set criteria: age, income and order of pregnancy. Some UP members and the Chair divided the quota among themselves and selected beneficiaries of their own liking. The programmes did not have significant influence on birth under skilled personnel, institutional birth or breast-feeding prevalence and exclusive breastfeeding rate. These are results of inadequate communication with beneficiaries for awareness to change their practices. Knowledge of breastfeeding was slightly higher among participants. Mode of paying the allowances through banks was considered as costly and inconvenient by many beneficiaries. They found E payment as a better option. Despite being a programme for pregnant women and new mothers, training provided by male trainers for maternal-child health related issues fund it difficult for women to share their problems. Some beneficiaries received benefits for their third pregnancies, and some owned some land in addition to homestead. These should have disqualified the women from selection through banks was considered as costly and inconvenient by many beneficiaries. They found E payment as a better option. Despite being a programme for pregnant women and new mothers, training provided by male trainers for maternal-child health related issues was difficult for women to share their problems. Some beneficiaries received benefits for their third pregnancies, and some owned some land in addition to homestead. These should have disqualified the women from selection.*
>
> *Source: Ministry of Finance, http://spfmsp.org/resources/diagnostics-studies/*

communication. Paper based communication is cumbersome and expensive. Electronic communication is easy but expensive at the installation stage but easy and fast. Use of electronic media and ICT is limited due to various reasons like inadequate logistics, lack of internet connection, bandwidth, low use of computer by senior officials and lack of trained staff. There is also restriction on social media communication. Lack of speedy internet, low bandwidth or IT oriented personnel etc. reduce the opportunities for faster and wider communication. Use of electronic media is also limited.

i. **Lack of a central data base:** There is no central household or individual data base of eligible persons for SS or a comprehensive list of beneficiaries of all programmes. The lack of data results into not having comprehensive information of social protection recipients and enhances risk of multiple benefits. It also leads to inefficient use of resources and causes difficulties in monitoring. Even the Ministries also do not keep comprehensive database of SS support recipients. It is difficult to get information and compile information from all ministry/divisions or projects. At time even though data is available, the analysis absent for decision making. Despite having a target of 50% beneficiaries of the OAA programme to be women, 48.62% beneficiaries are women. In absolute terms the number of women not getting benefits is high. There is also lack of a social security knowledge hub, where information on all the programmes are available and accessible.

j. Lack of regular monitoring:
Monitoring provides scope for information, communication and knowledge sharing. Some programmes lack effective and annual monitoring. In some cases, some SSPs attached to larger infrastructure activities, have monitoring mainly focused on infrastructure work and not the SS aspects of them. IMED monitoring also mainly focuses on financial and physical aspects and not effectiveness of SSPs.

Case 4: Vulnerable Group Development Programme
VGD programme provides food support to eligible women of age 15-45 having no working male at home. It includes livelihood training and savings. The implementation lay greater emphasis on food distribution rather than generating sustainable livelihoods training, saving and income generating activity (IGA). Therefore, beneficiaries seek support beyond the VGD cycle of 24 months. The selection process does not always comply with the Operational Manual, and public meeting are ineffective and non-transparent. There is a lack of interest or little motivation for mandatory savings and awareness regarding the need, importance and utilization of savings as investment in IGA. Beneficiaries are organized for savings and training by NGOs. NGO staff are not oriented about the sustainability issues and some do not even provide training. Beneficiaries and UP leaders were also found not to know the NGO supporting the programme for savings and training. The process of beneficiary selection lacks transparency and nepotism as well as exchange of money for enrolment has been observed.

Source: Ministry of Finance, http://spfmsp.org/resources/diagnostics-studies/

B.4.2 Issues in field level operation

a. Capacity in the field:
The field workers operating SSPs at upazila and union levels lack inadequate knowledge about the purpose and methodology of implementation and benefits offered by the programme. They also lack information of the roles themselves and responsibilities of LGI leaders. In most of the SSPs, circulars or guidelines are issued but there is little option for training, orientation or clarification at field level. Therefore, SSPs lack proper identification of beneficiaries. UP leaders have the responsibility of selection, but training and orientation for them is also limited. Members other than the Chairperson also at times do not see the circulars etc. Staff are not informed on the NSSS. Transfer of officials related to SSPs is another issue related to capacity. Even if, there are clear guidelines from the government about operation, the implementors do not know the details. Not even UNOs are well conversant with all the guidelines as the primary responsibilities of selection and operation are on LGIs and NGOs. For example, despite the age limit for VGD being set at 45, woman of age 60 were referred to. Capacity to disseminate information is often related to lack of training and sensitization measures for local government officials, NGOs or civil society. In addition, training materials or circulars are written in a style that is difficult for understanding of the non-expert LGI officials and beneficiaries.

b. Lack of accountability and transparency: As often the local leaders select beneficiaries because they voted for the leaders. Due to lack of mass communication and awareness raising activities, eligible beneficiaries do not know or come forward to claim SS support. This also demotivates the eligible persons due to the notion that only known persons would receive support. At times, if there is any complain, the local leaders try to satisfy the complainant by promising future benefits, or by providing some payments but the general information on

rights remain unattended. Women of remote regions have little access or interaction with the local leaders, even if they are deprived. The open selection at the meetings is often not followed. Nepotism and political biases have been observed and the targeting of ineligible persons according to criteria (age, income, sex) are evidence of lack of transparency and accountability at the field level.

c. **Inadequate logistics and support at the field level**: The people engaged in SS programme delivery at the field level lack logistic support, infrastructure and resources to communicate. The LGIs also suffer from similar limitations. Some of the communication channels mainly the web based or requiring electronic gazettes are difficult to run in rural areas. In the rural areas electronic communication is difficult due to lack of speedy internet connection, low bandwidth and IT informed personnel.

> ***Case 5: Old Age Allowance (OAA)***
> *OAA covers rural population of age over 60 and targets 50% women. OAA also has targeting error on age and poverty criteria using the upper poverty line. Most of the beneficiaries consider it as aid, which may be stripped off. They are reluctant (and or afraid) to discuss their socio-economic situation. They are unaware of its continuity and their rights. Deregistration is not systematic. It has been also seen that upon death of a beneficiary, another person was trying to be included in the former person's name in exchange of money. A complicated complaints mechanism exists but not effective.*
>
> *Source: Ministry of Finance,*
> *http://spfmsp.org/resources/diagnostics-studies/*

d. **Inadequate coordination**: Lack of co-ordination among the field offices of different SSPs, the LGI, the local administration and CSOs also limits the results of SSPs. Despite the system of a coordination meeting at the upazila and district levels, stakeholders do not coordinate and share their experience and outcome. The CSOs delivering SSPs often compete with each other to support beneficiary of SSPs and overlapping may happen due to not having coordination and communication.

> ***Case 6: Allowance for the Deserted and Destitute Women and Widows***
> *The programmes target all ages.. It covers only around 10% of eligible women and significant targeting errors on age and marital status has been observed. Some beneficiaries are not eligible as they are not widow, divorced, or separated women. About 36% are ineligible by either marital status and/or socio-economic criteria and around 20% are not poor (using the upper poverty line). Households above the poverty level have also been included. The lack of provision of de-registration/certification of eligibility in the event of death and change of marital status of widowhood/ divorce also caused errors in selecting beneficiaries. Most of the beneficiaries consider the support as relief, which may be stopped any time. They are not aware of the duration, continuity and purpose. A complicated complaints mechanism exists like in the OAA. However, the system is ineffective as these are not known to people. In the pilot programme area of MJF in selected unions it has introduced social accountability tools such as social audit, community score card, community report card, development of citizen charter and public hearing.*
> *Source: Ministry of Finance,*
> *http://spfmsp.org/resources/diagnostics-studies/*

e. **Ineffective ward meetings**: The ward meetings are seldom organized with the purpose of decision making related to SSPs. In most cases, the meetings are done routinely, and the eligible persons do not have scope to influence decisions. Non-beneficiaries reported that many of them were not informed of the meetings. The meetings happen at the discretion of the LGI leaders and invitation is also dependent on their choice. They decide if it is to be a mass invitation or invitation by choice.

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Women particularly, those who are of marginalized groups seldom have the opportunity to know and be present at the meetings. As LGIs provide the closest connection between citizens and the public sector, they are to provide people with information about social security. Weak sensitization and communications at that level are major challenges. Capacity of LGIs to disseminate information is a problem, particularly in large geographical jurisdictions where local government staffing is often too low to reach out to the whole territory. There is often a lack of training and sensitization measures for local government officials, NGOs or civil society. Added to this, training materials are often written in a style that is difficult for non-expert local government officials and beneficiaries to understand, and often programmes do not have information material written in the local languages of minority groups, who are often among the poorest.

B.4.3 Issues related to beneficiaries/recipients:

a. **Lack of information and awareness**: At the grassroot level, it was observed that people do not know about the government's SS support provisions, process and facilities. Lack of education and awareness act as a major barrier to accessing information. When they need any support, they go to UP chairman and members and seek assistance or in other words, they plead for assistance. Instead of seeking it as rights they seek favour as they are not aware of their rights. The NSSS suggests communicating with people but there is a gap. Lack of awareness among the stakeholders specially in the peasant community, remote or hilly area is high. Lack of information about the grievance redress mechanism and the processes to be followed, so the beneficiaries cannot complain even if there is an issue needing redress. Women having low access to public domain often are excluded about information. Women's participation in institution-based training is also low due to their domestic responsibilities including child and elderly care. Married women often rely on their husbands for information and often they get that information from men which are financially beneficial for the family.

b. **Limitation of civil society and media:** Due to the inability of the beneficiaries' demand for information, the civil society should help them to demand information. The CSOs and media, though have an important role to play in supporting citizens to be more vocal about their demands, as their roles are limited. Their effective role in SS communication can facilitate the government to be more accountable and help citizens demand information become aware and sensitized on SSPs, entitlements and grievance redress mechanism.

c. **Weak networking system**: At the field level there is lack of effective network and channels to connect the low educated people to information channels other than the mass media. Some training programmes for income generating skills development are conducted by Vulnerable Group Development (VGD), SWAPNO, RRIMP programmes and NGOs which support group formation and networking. Women outside these programmes have low opportunities for networking. During the Gender Diagnostic Study, some women beneficiaries of Amar Bari Amar Khamar (My House My Farm) were eagerly asking for training so that they could be engaged in some activities and have support network. Lack of networks affects women differently as they have low access to information channels outside home. Grievance redress mechanisms for SSPs are also

> *It was found during the Gender Diagnostic Study in 2016 that a woman whose husband was a member of* Amar Bari Amar Khamar *programme and he died. The officials were asking for refund of the loan he took from the samity (cooperative), but she was not informed of his savings with the programme, which should have been adjusted against the loan*.

not known to them. Though NGOs are involved in implementing many SSPs, their networks are not often used for identification of beneficiaries, information dissemination, monitoring or grievance redress.

d. Other exclusionary barriers: Exclusion happens due to not taking into account the socio-cultural context. For example, in the tribal community, girls drop out from secondary stipend programme as they have limited understanding of Bangla, the main medium of instruction and cannot perform according to the requirement criteria. Sharing in mosques and temples can eliminate people of other religion. Sharing in markets and mosques often keeps women out of communication. LGI leaders often inform people through loudspeakers at the market where women have low presence.

e. Lack of transparency: Due to not having adequate and systematic communication with probable beneficiaries, the beneficiaries remain ignorant about the programmes. The ward level meetings do not take place effectively. As a result, cash transaction in exchange of enrolment, nepotism and favouritism and also pilferages take place. This also encourages political influence and improper practices by the local leaders.

Case 7: Primary Education Stipend Project (PESP)
The Programme provides stipends for students studying in primary schools. The transfer was switched from cash to electronic payment process. No awareness campaigns on switching over from physical cash to electronic payment was arranged for beneficiary mothers. No mobile literacy was accorded to the mothers / guardians for cash-out processes etc. The Standard Operation Procedures (SOPs) do not include mobile money transfer for the Department of Primary Education (DPE) and its field offices. There is also lack of knowledge about electronic transfers amongst the stakeholders: teachers to the mothers or guardians. Lack of communication and coordination between UEO officials and Mobile Banking team of SureCash has been also observed. There is no established formal grievance mechanism. Any grievances are redressed in a limited way at the school level. There is a lack of knowledge and awareness of grievance redress mechanism among the teachers as well as the students.
Source: Ministry of Finance, http://spfmsp.org/resources/diagnostics-studies/

Based on the above findings, it can be concluded that there is lack of knowledge about NSSS among the key stakeholders. Due to inadequate and ineffective communication, coordination is weak resulting in duplication, overlap and inadequate results. It also indicates that SSPs do not often consider the principles of the NSSS, e.g. consolidation and inclusive coverage. There is also evidence of ineffective information exchange needing coordination within government ministries and agencies. Due to lack of capacity, SS programme efficiency is compromised. Low awareness of citizens about entitlements and access deprives them of claiming their rights.

It has also been found that most of the programmes include little efforts to build awareness about their activities or around eligibility. Most programmes have operation guidelines, but staff orientation is limited on these. Even at times the implementing officers are familiar these guidelines. These are not easily accessible by the public, not online, not in a user-friendly format. On the other hand, lack of knowledge, education and access to ICT online information is not accessible. There is lack of information hub on SS programme, criteria and entitlements. There are no scripts of “key messages” to help the citizens or providers on their role. Both beneficiaries and non-beneficiaries feel neglected by the government.

B.5 Good communication practices in social security

Despite all the limitations discussed above, there are some good practices on communication for SS. This section highlights some of the good practices in Bangladesh and abroad.

a. Awareness camp on improved payment system Bangladesh

In May 2018, Maternity Allowance programme of MOWCA organized awareness camps with beneficiaries in seven upazilas namely, Tungipara, Sonargaon, Kaliakair, Bhairab, Sreenagar, Kaliganj and Savar. The purpose was to orient beneficiaries about the piloting of the improved payment system. As collection of allowance from the Upazila headquarters is inconvenient due to time and cost implications, the Government decided to make payment system simpler and more convenient for beneficiaries by introducing alternate Payment Service Providers (PSPs), who include a range of Banks and Mobile Financial Services (MFS). In the new system, beneficiaries had the option of choosing PSPs based on convenience and proximity to their communities. The awareness camps were organised to offer choices to the beneficiaries on selection of a method for receiving allowances (Banks, MFS and Postal Service). The camps communicated key messages among beneficiaries for creating awareness regarding the new payment system. The camps were facilitated account opening with PSPs according to their choices. (Source: Ministry of Finance Website)

> In Viet Nam and the Philippines, for example, improvement in database management helped address inclusion and exclusion errors, which allowed for greater transparency in the beneficiary lists of social protection programmes. (Source: ADB)

b. Website for information, Bangladesh

One of the good communication channels is the websites of ministries and divisions. In the recent years, Ministries /divisions or programmes have started uploading programme information including those on SS in their websites. Yet many of the programmes do not have their own website. Very few have uploaded the guidelines in the web site. It is also more transparent to upload the guidelines in the website. Some ministries have Facebook pages but there is some restriction on use of social media.

Programme	Ministry	Programme on ministry website?	Programme having its own website	Ministry Facebook	Video	Implementation guidelines on web	Application guidelines	Grievance Redressal System
Food assistance for CHT	MoCHTA	No	No	Yes	No	No	No	No
EGPP (earlier 100 day employment scheme)	MoDMR	http://www.modmr.gov.bd/site/files/f538dc54-8cfd-4425-bd51-9d7e974e4988/About-EGPP	No	No	No	http://modmr.portal.gov.bd/sites/default/files/files/modmr.portal.gov.bd/policies/1512ea75_be6c_4928_99da_4de349c18508/egpp%20implementation%20Guideline%202013-14.pdf	No	No
Food for Work – kabhika	MoDMR	http://www.modmr.gov.bd/site/page/ca5d6009-c3fe-4ab9-bdba-2b1f4286bc76/Allocation-for-FFW	No	No	No	http://www.modmr.gov.bd/site/files/8ece09a4-756b-4879-a37e-7b23b8e0a8c2/Implementation-Guideline-for-FFW	No	No
Gratuitous Relief	MoDMR	http://www.modmr.gov.bd/site/page/82d2b6d3-d852-40d2-ba17-b417806821c8/GR-Rice	No	No	No	No	No	No
Test Relief Food	MoDMR	http://www.modmr.gov.bd/site/page/ca5d6009-c3fe-4ab9-bdba-2b1f4286bc76/TR-Allocation	No	No	No	http://www.modmr.gov.bd/site/files/b53a7fa5-24dc-4cf7-bed0-0b5ea0af6fe7/Implementation-Guideline-for-TR	No	No
VGF	MoDMR	http://www.modmr.gov.bd/site/page/b9cabc07-2477-	No	No	No	No	No	No

Programme	Ministry	Programme on ministry website?	Programme having its own website	Ministry Facebook	Video	Implementation guidelines on web	Application guidelines	Grievance Redressal System
		4fef-abf6-51b128b4cc08/VGF-Allocation						
Secondary School Stipend	MoE	No	No	Yes	No	No	No	Yes
OMS	MinFood	No	No	Yes	No	No	No	Yes
MCRAH)	HFW	http://www.dghs.gov.bd/images/docs/OP/MCRAH%20OP%202011-16%20writup%20new.pdf	No	Yes	No	http://www.dghs.gov.bd/images/docs/OP/MCRAH%20OP%202011-16%20writup%20new.pdf	No	No
One House One Farm	LGRD	No	http://www.ebek-rdcd.gov.bd/	No	No	No	No	Yes
RERMP	LGRD	http://www.lged.gov.bd/ProjectHome.aspx?projectID=282	No	No	No	No	No	No
SWAPNO	LGRD	No	swapno-bd.org	No	No	Yes	Yes	Yes
Freedom Fighters Honorarium	MoLWA	http://www.molwa.gov.bd/site/page/3a969184-f1cf-4612-9c8c-6f74053a88c0/Action-Plan	No	Yes	No	No but has action plan	No	Yes
Social Development Fund	MoF	No	https://www.sdfbd.org/	(ERD only)	No	Yes	No	Yes
Disability Allowance	MoSW - DSS	http://www.msw.gov.bd/site/page/0d60b956-e93b-4c5a-8b1e-07689d2dc728/Disabled-Allowances	No	Yes	No	http://www.msw.gov.bd/site/page/0d60b956-e93b-4c5a-8b1e-07689d2dc728/Disabled-Allowances	No	Yes
Disabled Student Stipend	MoSW - DSS	http://www.msw.gov.bd/site/page/cfcd4f61-59ce-4487-9d23-5d6a61e21e99/Disabled-Stipend	No	Yes	No	http://www.msw.gov.bd/site/page/cfcd4f61-59ce-4487-9d23-5d6a61e21e99/Disabled-Stipend	No	Yes
Old Age Allowance -	MoSW - DSS	http://www.msw.gov.bd/site/page/18350636-86ea-46fc-8ecf-df73ed933a96/Old-Age-Allowances	No	Yes	No	http://www.msw.gov.bd/site/page/18350636-86ea-46fc-8ecf-df73ed933a96/Old-Age-Allowances	No	Yes
Widow Allowance	MoSW - DSS	http://www.msw.gov.bd/site/page/6342f387-fe7d-4fce-840c-877aeff6a27d/Widow-Allowances	No	Yes	No	http://www.msw.gov.bd/site/page/6342f387-fe7d-4fce-840c-877aeff6a27d/Widow-Allowances	No	Yes
Allowance for Lactating Mothers	MoWCA - DWA	http://www.dwa.gov.bd/site/page/4b1d46fa-7667-4c43-9ee6-2eff5be360f2/Lactating-Mother-Program	No	Yes	No	http://dwa.portal.gov.bd/sites/default/files/files/dwa.portal.gov.bd/page/02daf0f6_4588_4d0c_88e8_2cb108605cb4/Lacktating%20nitimala%201.pdf	http://www.mowca.gov.bd/site/view/forms/Ministries-Form	Yes
Maternity Allowance	MoWCA - DWA	http://www.dwa.gov.bd/site/page/d899d603-0cdf-4796-97fa-2e2133480ca8/Maternity-Allowance-Program	No	Yes	No	http://dwa.portal.gov.bd/sites/default/files/files/dwa.portal.gov.bd/page/757c1200_91de_4c3e_93e6_0ff0a9ba178c/Maternit%20Allowence%20Nitimala.pdf	http://www.mowca.gov.bd/site/view/forms/Ministries-Form	Yes
Vulnerable Group Development	MoWCA - DWA	http://www.dwa.gov.bd/site/page/9cfe7ca5-d42e-4892-824a-23ef4d7ecc31/VGD-Program	No	Yes	No	No	No	Yes
Primary Education Stipend	MoPME	No	No	Yes	No	No	No	Yes
School Feeding Programme	MoPME	http://www.dpe.gov.bd/site/page/57fe0eb3-cdae-4334-80c2-d0fbcd606bdc/EU-Assisted-School-Feeding-Program	No	Yes	No	No	No	Yes
Ashrayan-2	PMO	www.ashrayanpmo.gov.bd	Yes	Yes	No	Yes	No	Yes
National Service	MinYouth	https://dyd.portal.gov.bd/	No	No	No	https://dyd.portal.gov.bd/sites/defaul	No	No

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Programme	Ministry	Programme on ministry website?	Programme having its own website	Ministry Facebook	Video	Implementation guidelines on web	Application guidelines	Grievance Redressal System
						t/files/files/dyd.portal.gov.bd/page/c1f28a3a_9430_41fa_aa83_d8b0c68559cb/Nitimala.pdf		

Source: Websites of the ministries

c. Social media for SS services, Bangladesh

The Department of Social Services (DSS) of Bangladesh has adapted use of social media to provide social security allowances to vulnerable, marginalized, disadvantaged and hard to reach area people. DSS has used Facebook as it is the most popular form of Social Media in Bangladesh. DSS, has used Facebook pages to be connected with the community and to solve issues online. In collaboration with the A2I programme of the Prime Minister's Office (PMO) a study was conducted, which revealed that DSS the services have reduced cost, time and number of visits of service recipients as well as service providers. The efforts were also less than that for existing services. Services through Facebook is becoming popular and user-friendly. A Joint study by the two agencies revealed that Facebook could disburse in one day, which took approximately 30 days to reach beneficiaries under the existing system. In terms of cost, the beneficiaries in the past had to pay in different ways to get an allowance card including transport and to the middlemen. DSS has introduced postal cash card as well. This initiative has been successfully implemented on a pilot basis in different areas of the country. As benefits are being given directly by DSS the issue of intermediaries has been resolved. It has helped to eliminate the cost and presence of the middlemen. (Source: MOSW and A2I).

d. Communication and Advocacy by FAO, Africa and global

Despite the importance of social protection for development, the question of addressing the gender inequality has been raised by development thinkers. FAO has seen that social cash transfers do generate economic and productive impacts. Therefore, FAO's research results have contributed to changing the national policies on social protection through facilitating dialogue, primarily in Africa and gradually expanding to other regions. The dialogues advocate for the expansion of programmes to effectively reach the poor people of rural areas and to address their vulnerabilities. FAO supports dissemination of knowledge to the right audience, and enhancing the exchange of experiences and good practices to increase awareness among policy makers by organizing high level events on how social protection can reduce rural poverty and increase economic and social growth. It creates opportunities for collaboration and agenda-setting on social protection.[3]

e. **Information through community platform and community radio, BRAC, Bangladesh**

Community Empowerment Program (CEP) of BRAC aims at developing a platform to amplify the voices of one million women living in poverty. Women's voice, particularly those living in poverty, are unheard and they usually not know their rights or how to realise them. CEP works to help them to claim entitlements, develop leadership and take collective action through community-level organisations. Parallelly LGIs are equipped with the tools to be more accountable and responsive to the needs of people, creating violence-free enabling environments for women. This is done through increasing access to information and services. CEP builds women led community

[3] (Source: FAO, http://www.fao.org/social-protection/what-we-do/advocacy/en/)

institutions and strengthens local governance to be pro-poor, responsive and accountable. Awareness for prevention and action to address violence, particularly against women and children is done. Community-level awareness is done through community forums, through popular theatre, discussions on social issues etc. In addition, community radio reaches 400,000 people, through Pollikontho 99.2 FM, an international award-winning channel sharing social messages. Animators are developed, who are self-motivated volunteers of young people and community leaders to facilitate community agenda in local government.

f. Training in SWAPNO, Bangladesh

Training programme of SWAPNO has successfully created awareness and self-confidence among the participants about their self-worth, maintaining good health and sanitation status along with coping strategies during shocks. SWAPNO has helped them to learn about business, market, their inheritance and fundamental rights. Participants are now in better position in decision-making. Basic life skill and livelihood training have helped them to boost their confidence, courage, right consciousness and fight against poverty. With the growing self-confidence, their mobility in the locality has increased and it has also improved their social status. However, in a few cases some particular challenges were identified that included unfair selection process due to lack of community oversight.

g. **Campaign in Dominican Republic**

The Dominican Republic planned a campaign involving changes in employment norms to promote equal working hours for men and women, licenses for maternity leave for both men and women, protection of salary in the informal sector and options for childcare. The programme was planned as three campaigns over 2006–15. The Dominican Republic also planned two sensitization campaigns to sensitize politicians, employers and workers to the necessity of formalizing domestic work as an effort to provide increased legal protection to domestic workers, a large percentage of whom are adolescent girls (Levine et. al 2008). The campaign is largely for mass awareness raising on equality in the workplace, legal protection and maternity support. These campaign programmes particularly targeted protection of domestic workers and equality of working hours. Though they are addressing practical needs, they are very much supporting the strategic interests of women and girls[4]

h. Social Security Education, Uruguay

The success of extension of social security for the majority of the population have been achieved in countries, where massive social protection communication and education programmes have been undertaken. Uruguay developed a programme on Social Security Education, managed jointly by the National Social Security Institution and the National Institution of Public Education. The programme aimed at increasing the knowledge of younger generations on rights and obligations of social security. This facilitates development of a future generation of responsible citizens in the social security system. The education programme in social security has been integrated into the curriculum of public schools. Teachers have been trained. They are involved in the production of the learning materials and are responsible for delivering the learning sessions. This programme has contributed to the extension of social protection to the entire population.[5]

[4] . https://www.cgdev.org/sites/default/files/15154_file_GC_2009_Final_web_0.pdf)

[5] Building Social Protection Floors with the ILO)

i. **Registration Outreach to Improve Inclusion, South Africa**

In 2007, South Africa attempted to address the problem of distance and cost in registration by introducing the Integrated Community Registration Outreach Program (ICROP), a mobile registration initiative (UNICEF and SASSA 2013). ICROP allows people to apply for the full range of South Africa's grants. Between 2007 and 2013, 327 000 child grant applications were registered (as were many people for other benefits). In rural areas, ICROP visits are regularly scheduled whereas in urban areas, where there are more fixed offices, visits are more ad hoc. Mobile units are equipped with a full range of staff and information technology services, although they are unable to deal with complex cases. Despite its many benefits, ICROP faces some challenges including that, when communications fail, people are not aware of the service while mobile units have connectivity problems. (Source: April 2014 Stephen Kidd, Social exclusion and access to social protection schemes).

B.6 Way Forward and Recommendations

As has been discussed in the above sections, communication plays a critical role in the effectiveness of SSPs. It is equally applicable for promoting gender equality through SSPs. As most of the SSPs target women considering their vulnerabilities, it is critical that the women are aware and can take advantage of the programme. On the other hand, it is equally important that the supply side at the policy level and at the field implementation level is well informed and can design and deliver SS services as per need of the beneficiaries and the local reality. Communication including awareness, training and consultation are important in transforming gender relations as well through the SSs. Therefore, most of the programmes have to be designed to eliminate gender inequality, gender-based discrimination and exclusion through ensuring effective communication and information sharing with all deserving persons, the programme implementers including the LGI representatives and the policy makers. The following section presents some suggestions.

B.6.1 Towards a communication strategy

It is very important to design a communication strategy that is suitable for the target group and effective. The objective of the communication strategy will be to reach out to the stakeholders including policy makers, implementers, beneficiaries and donors of SSPs, the strategy should facilitate creating understanding on what is the SS need of the community including women, appropriate and effective message for the target group and means of communication so that the messages reach the intended audience. Thus, the Communication Strategy should address four different groups of stakeholders.

a. Policymakers to address inclusion, gender inequality and healthy development by SSPs through communication
b. Practitioners and implementers including NGOs and LGIs to capacitate them with knowledge and to apply good practices to deliver SS services
c. Donors, in relevant cases to convince them to support SSPs
d. Target groups about the SSPs, criteria, process, their rights to SS and their obligations.

B.6.2 Basis of the communication strategy

The basis of a communication Strategy will be the findings of the Gender Diagnostics of Social Protection, and the Communication Diagnostics for Social Security. It will follow the NSSS and its Gender Policy to guide the strategy, and include areas of actions based on the above findings. The diagnostics have already identified the situation, the strengths and challenges. The policy has also provided guidance on approach to resolve the problems. The strategy will identify areas of a set

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of linked activities that flow from the diagnosis and the policy. A good communication strategy has nothing to do with a mission statement, vision, or statement of goals.

The ingredients of the strategy should consider the following questions:

1. Why do we need to communicate?
2. What do we want to communicate?
3. What are the elements of the communication strategy?
4. What are the steps to be taken?
5. How to design successful messages?
6. Which are/is appropriate communication channels for each audience?
7. Do we have opportunity for using videos/e communication?

B.6.3 Elements of the communication strategy

The contents of the communication Strategy will include the following:

a. **Clear identification and understanding of target groups:** It is important to clearly identify the different audience, their needs of communication, reasons for reaching out, required message to be communicated, channels through which to communicate, indicators of results. It is critical that it is understood that what change in the behaviour or action is expected out of this communication. The Communication strategy should consider reaching information on the SSPs and services. It should reach the policy makers with information that will promote socio-economic development in the country through SS and enhance allocation of budget. The third level target group should focus on the behavioural patterns of the target group.

b. **Identification of right and affordable channel:** It is also important to understand which communication channels they have access to, and which would be appropriate for reaching them. One or more challenges need to be identified for each group which might include individual communication, and mass communication for beneficiaries. For policy makers and service providers, individual, and organizational communication will be useful. There are many channels that may be used, and it is important to select the appropriate ones for the audience. It is good to use electronic channels based on the ability and access of the beneficiaries. At the decision-making level, e-communication helps in faster and cheaper decision making. The means of communication should consider all types of interpersonal, organizational and mass communication channels. Cost aspects and affordability also should also be considered.

c. **Developing targeted messages:** To effectively implement SS schemes, stakeholders need to communicate the right messages to the right people. The knowledge, attitudes, preferences, and feelings of the target group are important to learn so that the message can be appropriately designed. The message to be communicated should be appealing, clearly understood and easily remembered. It must be clear to the beneficiaries that how they would benefit from the SSPs and how they can complain, if needed. For policy makers the messages should be clear to present evidence of field reality and needs. In communicating, it is always important to define why we are doing so. Some people communicate to increase visibility, some communicate to change peoples' behaviour, some communicate to raise awareness, some to develop capacity and some to advocate for policy changes. Communication is also important to inform potential donors about the

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situation and raise funds for the implementation of the SSPs. The messages must be consistent with the experiences, knowledge, interests, roles and understanding of the target group. The message should be clear, concise, consistent and convincing.

d. **Provide evidence for policy making**: It is important that the SSPs facilitate reform of policy, measures and tools to address the needs of the marginalised groups and women and create opportunities for their economic, social, and human development. Their self-confidence has to be also developed. Therefore, to formulate affirmative policies and actions a comprehensive communication strategy is essential encompassing the ways, means and contents of communication at each level.

e. **Creativity in advocacy and communication:** Creativity and innovation in messages and use of challenge can make it more effective. For successful advocacy, campaign or communication to need to explore, innovate, and transform. Exploring new financing mechanisms, innovative methods, use of digital technology can transform current faulty practices of SS. Use of ICT in SS programme can ensure more accurate and efficient service by agencies and public for access. ICT facilitates improved data management, saving time, reducing resource requirement and enables managers to make more informed decisions and plan accordingly. ICT also is convenient and ensures transparency. ICT integration into SSPs can increase coverage and empower beneficiaries. Mobile devices help programmes to manage surveys, keep record and update information. E-transfer in SSPs has assured faster transfers in isolated areas. public presentations and exhibitions, online dissemination and targeted face-to-face electronic communication can also be explored.

f. **Campaigning for behaviour change and resilience:** The communication addressing behaviour change should consider including campaign and capacity development activities to enhance practice for reducing vulnerability and coping with shocks and in changing gender norms.

g. **Communication for capacity building**: The Strategy should incorporate elements that support all relevant stakeholders in developing their capacity for addressing gender equality and ensuring effective delivery of SS. The capacity of NGOS and LGIs should not only include contents, process or criteria for selection and means of delivery but also include what and how to communicate with the stakeholders in the community and the vulnerable groups including women.

h. **Communication for monitoring:** It is important to ensure that communications are strategic, helping understand and learn from what works, what doesn't, when and for whom. Communication is also a tool for accountability. Therefore, the communication strategy should provide internal guidance for monitoring and learning to improve the quality, reach and use of communications in achieving the goals of the SSPs. It not only should focus on performance of selection and delivery but also should communicate the purpose of poverty reduction, inclusiveness and gender equality.

i. **Communication for coordination:** The Communication strategy should also incorporate methods of communication with other ministries and agencies and CMC in order to achieve the best from the SSPs. Allocation of budget for inter-agency collaboration of services should all be considered.

j. **Defining partnership**: The role of civil society organizations, private sector and the LGIs should be clearly spelt out in delivering and also in communicating related to each specific SSPs. They can be partners in community sensitization, implementing programmes and generating evidences for advocacy. Therefore, in each case, their roles should be defined.

k. **Integrating grievance mechanism:** Within the communication programme along with other contents, the existing grievance redress mechanism should also be disseminated so that all citizens have recourse to appeal against decisions on selection, exclusion, delays and they can inform on any other problems in delivery. Citizens need to know whom to notify in instances of misconduct malpractice and failures. Implementing staff also need to know their role in the process.

l. **Support network development**: Communication strategy should also aim at developing a support network for communication and information at the local level. This will support building women's social capital and access to SS and services as women have less mobility and access to information. The communication can also facilitate linkages for women's access to productive inputs, credit, markets and services.

m. **Central hub for information:** The Strategy should aim at developing a central hub on SS information. This should include an electronic and disaggregated database on eligible persons, and beneficiaries of each programmes by geographic location, sex, age and other criteria. It should contain information on each of the SSPs, criteria, partnership, geographical coverage, guidelines and grievance mechanism.

n. **Allocation of resources:** The communication strategy should consider allocation of resources for communication and sources of resources.

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C. Gender Integrated Communication and Advocacy Strategy

C.1 Introduction and situation analysis

The Government of Bangladesh adopted its National Social Security Strategy in 2015. The Government recognizes that effective communication is essential to ensure the national goal of poverty reduction is achieved through the Social Security (SS) programmes. Achievement of the Sustainable Development Goal (SDG) is also dependent on effective implementation of SSPs. Therefore, the Government has undertaken several measures to ensure inclusive SSPs that consider vulnerability and risks of individuals, considering their lifecycle risks by age, sex, ethnicity, location and such others. As women in Bangladesh face some social barriers to access SS support, there is a need to inform them about the opportunities and develop their capacity to access those.

The Government has undertaken several lifecycles based and vulnerability focused programmes and gradually increased its budget allocation for SS. In the process, it has been realized that there is a growing need for information, guidance and capacity at different levels. There is also the need to generate evidence for policy making and planning. It has also been identified that there is inadequate communication and information sharing at the various levels. These include lack of capacity, lack of understanding and less attention on communication. These problems results in inefficient targeting, low access of beneficiaries, nepotism and political bias etc. at the field level. There is need for strengthening the communication channels to cater to the needs of different groups that will improve the effectiveness of the programmes. The channels may include, individual communication, use of media, online communications, organizational communications like training and consultation and such others. All the agencies and local government institutions (LGI) officials and staff need to understand and use communications effectively to plan and implement SSPs.

The following sections present the strategic approach including the principles and elements for effective information through a broad range of communications channels appropriate for the different stakeholders. This also includes the key features of developing communication activities, products and messages within the principles to improve communication at all levels of the organizations and community. The communications strategy is not for a particular ministry, agency or programme. It includes the principles, approach and the elements that can be applicable to develop effective and realistic action programme for all ministries or agencies. It can be used as a resource or guide to support and update communications at various levels.

C.2 Basis of the Strategy

This Social Security (SS) communication Strategy has been developed to implement the National Social Security Strategy (NSSS). It has been based on the findings of the Gender Diagnostics of Social Protection, the Communication Diagnostics for Social Security. It also follows the Gender Policy of the NSSS and the NSSS action Plan. The above documents have provided information, current situation of communication for SS and some recommendations to guide the strategy. Therefore, this strategy is a comprehensive guideline for all relevant stakeholders providing and needing communication. The strategies and elements of the strategy are based on the findings and recommendations. The diagnostics studies identified the situation, the strengths and challenges in communication. The Gender Policy has also identified areas of communication with the aim for gender equality through SS and provided guidance on approach to resolve the problems. This strategy provides a set of linked activities that flow from the diagnostics and the Policy that will later formulated as an action plan.

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The strategy has considered the following questions:

8. Rationale: why do we need to communicate?
9. Process: what are the steps to be taken for a strategy?
10. Contents: what do we want to communicate?
11. Elements: what are the elements of the communication strategy?
12. Design: how to design successful messages?
13. Channels and audience: which is(are) appropriate communication channel(s) for each audience?
14. Options for e-communication: Is there opportunity for using videos/e communication?

C.3 Principles of the communication and advocacy strategy

Communication and advocacy under this strategy will follow the following principles:

a. Right-based: All communication for SS should uphold the rights of the deserving persons to reduce inequalities. The key elements of a human rights-based approach such as: participation, accountability, non-discrimination, transparency, dignity would be upheld in SS communication. All delivery methods and tools will follow these elements. The capacity of both the rights holders (who are often ignorant of their rights) and the duty bearers (the institutions/staff/LGI who are responsible for delivery) should be strengthened through communication and advocacy to enforce rights perspectives.

b. Capacity and knowledge oriented: All communication content should be capacity and knowledge focused for the targeted audience so that the audience can learn about the SSPs, field requirements, budget requirements, roles of audiences, and other key information. Communicators should help the target audience to know what policies are required or what behaviours would reduce risk and vulnerability. The Policy and decision makers would learn about the required policies and actions for better SS programming and their effects. The implementing LGI and other would learn about their own roles in implementation, monitoring and evidence generation. The communication should also be used for capturing evidence on the voice of the vulnerable and raising them to the policy makers. The evidence/contents could also be based on the research of other agencies and priorities of grassroots communities associated with SSPs and needs.

c. **Accessible:** The communication plan and strategy will consider how the target audiences receive information and which channels they have access to. Their preference, opportunities, and best suitable channels should be considered based on the objectives. For hard-to-reach audience and the less mobile women, the communication opportunities should be carefully identified. For example, if awareness raising is the objective, the best accessible communication channels for exposure should be identified. For behaviour change as objective, channels providing visual opportunities would be appropriate.

d. **Understandable**: The information and messages should be simple, easy to understand, easy to recall, and drawing attention. Design of messages should be easy for the field level so that the LGIs, partner NGOs, networks and target group can understand easily. The messages should highlight the unique nature of the SSPs, the criteria, roles of the stakeholders in access and grievance redress should be clearly spelt out in the information.

e. **Reliable and relevant**: All communication contents should be accurate and appropriate for the audience. All information and products must contain information and references correctly to provide credibility and confidence. The facts should be regularly updated, priority information highlighted, consistency of information maintained, data sex-disaggregated and gender assessment provided in relevant cases. Transparency of communications and the process of SS operation would ensure the credibility and trust of information, guidelines and advice. Errors in information, if any should be corrected immediately.

f. **Timely:** The messages should be provided in a timely manner appropriate for the target groups. Timely means engaging the target groups when guidance is needed, and when they are ready to hear and act on it. Timeliness means engaging with the audience when beneficiaries and policymakers need to take action. For example, the pregnancy care and immunization messages should reach the beneficiary women at their early stage of pregnancy. The SS programme, criteria and eligibility etc. should be informed before the selection of beneficiaries. When disaster preparedness is necessary, information about ways to prepare for disaster should be disseminated before the incidences allowing sufficient time to understand. Sequence of messages should be planned appropriately like staff orientation before beneficiary orientation. Donors should know the field reality before funding and so on.

g. **Consistent:** The actors need to coordinate to deliver messages with consistent and reliable information. Inconsistency among the messages given by different stakeholders compromises the programmes' and providers' credibility. Consistency between the messages of the Government and those provided by the partners at the field is essential as some of these field level agencies and LGIs have more frequent contact with the target audiences and they are more trusted.

h. **Responsibility shared:** SS programme design, delivery and financing are responsibilities of several organizations, including non-state actors, like LGIs and NGOs. They implement policies, enhance and expand services, strengthen capacity and governance of SS. The non-state actors should be involved to help reach more audiences, and access more channels to disseminate information, collect evidences, and drawing attention of public.

i. **Inclusive:** All communication content should meet accessibility standards for marginalised persons. They include women, people with disabilities and of marginalized communities. All channels used for communication should ensure participation of the marginalised groups and women. The information should be accessible to types of persons facing challenges. Communication techniques should enhance access and usability of information. Depending on the audience, visual, audio or other materials need to be used and the platforms may be brought to the village levels.

j. **Gender Responsive:** Gender lens will be used for all communication materials and channels. All communication materials will take into account gender perspectives and will be aimed at ensuring gender equality principles. In addition, all channels will also aim at reaching women in isolation or seclusion.

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C.4 The Strategy

C.4.1 Vision

To effectively design and deliver social security policies and programmes through informed participation of all stakeholders and beneficiaries through planned communication and advocacy.

Communication at the field level will have results in three areas: a) consistent with evidence gathered from experience, b) reflect opinion of grassroots communities, and c) ensure sustainability of the results of the programmes.

The following figure provides the vision and sequence of the communication actions and results.

C.4.2 Objectives of the Strategy

The objectives of the strategy would be enhancing the effectiveness of the social security programmes; enhance the knowledge and capacity of public and stakeholders; change behaviour of people, including policymakers; increase community awareness; and to advocate for policies and resources.

The objective of the communication strategy will be realised through providing information, and guidance to all stakeholders including decision-makers, implementors, donors and eligible beneficiaries that will protect the individuals, families, communities from vulnerability and risks through social security programmes. The specific purposes could be elaborated as follows:

- Defining a shared vision and targets on how coordinated communications can support achieving the objectives of the NSSS.
- Developing principles and identifying priorities for stakeholders in communications activities that will help develop Action Plans for each ministry in implementing the NSSS and their own SS Action Plan.
- Proposing an institutional mechanism to facilitates state and non-state stakeholders involved in SSPs to coordinate and collaborate on communication activities outlining their distinct roles and responsibilities.
- Providing evidence to the policy makers and development partners for advocacy for effective SS policies, programmes and resources.

C.4.3 Communication plan for Social Security

Each ministry/division will develop its own communication plan considering the different needs and objectives of communication with different stakeholders including for awareness at the field level. They will review the needs of communication with different stakeholders in the field, fund requirements, needs for coordination with other ministries/agencies and other stakeholders, which will be the basis of the plan. The plan will incorporate, actions for advocacy, fund raising and coordination. In addition, the communication needs of each programme will be identified. This will incorporate actions and resources for visibility of programmes; awareness of community; capacity building of staff, LGI and partners and beneficiaries; evidence generation; and communicating with higher authorities. Each programme will communicate on a planned and sequential manner. The plan will identify purpose, audience, channels and timing of communication and will also allocate resources accordingly.

C.4.4 Audience of communication

This strategy focuses on communicating to and with key audiences as SS decisionmakers. They are the agents who will be engaged in communications to act and to make a range of decisions and include the following groups.

The **primary audience** of communication are those who are the potential beneficiary group of the SSPs and their community including vulnerable women and the disadvantaged.

Individuals/community who make decisions about their own SS and that of their families (such as whether to approach to a SS provider for enrolment, transfer or grievance). They include all eligible marginalized people, children, women and other marginalised groups.

The **secondary audience** are those, who have the role to influence on the primary participants to learn and adopt new behaviour or practices like, raising voices for enrolment, or prevent miscommunication.

a. **Government field staff** who communicate with community, provide orientation, identify beneficiaries, coordinate with LGIs and CSOs and involved in transfers are included. They are also responsible to coordinate all the activities and all the field level stakeholders. This group may also include staff of service providing or collaborating agencies and the local administration.

b. **Civil society organization/partner staff** who support implementation of SSPs at the field level, orient and train staff and beneficiaries, train beneficiaries and support highlighting grievances. They also act as partners of programmes to raise awareness and support in identification of beneficiaries.

c. **Local government leaders** who make decisions about selection, activities, and services with SS consequences (such as selection of beneficiaries of cash transfer, workfare, and food security programmes: creating specific women friendly provisions at union or upazilla levels; water and sanitation in markets, creation of community level childcare facilities).

The **tertiary audience** are those who through policies, plan and resources allocation influence on the programmes and also on the primary and secondary audiences. They allocate resources for transfer,

expansion, services and staff.

a. **National policymakers** at national levels with responsibility for introducing SSPs; allocation of resources like funding health care or stipend programmes; transfer or grievance redress mechanism; and coordinating among ministries, programmes and with donors. In this case SS delivering ministries, the Central Monitoring Committee (CMC), the Finance Division are such policy makers.

b. **Government senior staff** who make decisions about programme design, determine selection criteria, methods of field coordination, human and financial resources for programmes, communication with external partners, decide who to include in the list and how, provision of training, orienting beneficiaries about disaster risk and coping strategy, pregnant women about nutrition, training for SS programme workers, designing training programmes, building emergency operations centres etc. The Ministry/project or agency planning, monitoring and capacity building officials are included here.

c. **International organizations/donors** who make decisions about funding and implementing SSPs, such as assisting countries in SS systems strengthening, funding programmes to reduce vulnerability of poverty gender equality or climatic shocks. Therefore, they require information and evidence of the field situation.

Therefore, mainly communication will take place at three levels:

- Central policy, planning, coordination, systems and finance
- Central ministry, programme design, capacity building, materials development, monitoring, operation design and
- Field implementation, capacity, coordination, operation and delivery.

C.4.5 Approach of communication in SS for different audiences

The approaches of communication for each types of target audience would vary depending on their roles in SS programme. The following table provides indication of communication approaches required at each level. The communication plans of each ministry/division will be developed considering the communication requirements of each groups of stakeholder/audience.

Figure: Communication approach required for different audiences

International Donors	National Policy Makers	Ministry Senior Officials	Field Officials	Local Government Leaders	Civil Society Staff	Beneficiary /Community
• Advocacy • Dialogues • Policy briefs • Evidence (Data, Video)	• Advocacy • Dialogues • Policy briefs • Coordination • Evidence • (Data, Video)	• Advocacy • Dialogues • Evidence (Data, Video) • Coordination • Capacity to produce materials • Capacity to design and monitor • Resources	• Information • Guidelines • Capacity to communicate • Capacity to train • Materials • Video/film • Coordination • Resources	• Information • Guidelines • Capacity to communicate • Coordination • Materials • Resources	• Information • Guidelines • Capacity to communicate • Coordination • Capacity to train • Materials • Video/film • resources	• Information • Awareness • Guidelines • Materials • Video/film • Capacity to voice rights and grievances

C.4.6 Prioritise Communication issues

The subjects of communication will be prioritized and focused based on the SS programme objectives and the requirements of each ministry. The areas include the following and communication plans will be drawn on the basis of needs maintaining sequence.

a. Information sharing with policy makers to deliver gender responsive SS policies, strategies and programmes,
b. Advocacy with ministry, donors and Finance Division for resources,
c. Strengthening gender-based SS programme design to cater to the needs of beneficiaries and monitoring the programmes
d. Capacity building of field staff/LGI leaders to deliver programme and provide information
e. Share knowledge with stakeholders on field reality
f. Awareness raising of community/beneficiary,
g. Providing information to mass people,
h. Support grievance redress, and
i. Strengthen coordination.
j. Coping with upcoming disasters
k. Introducing new programmes
l. Grievance redress
m. Evidence gathering
n. Field assessment

The issues for communication will be determined by the field realities, and evidence and contents will be prepared according to needs.

C.4.7 Communication channels

Communication will be done through reliable channels for reaching decision-makers and disseminating information. For effective communication an assessment and mapping of communication channels will ensure better dissemination of information and guidance to the audiences. Communication channels can be divided in three main categories. Based on the purpose of communication, the channels will be identified.

- **Mass media** includes media having broad reach like newspapers, television, radio, website, advertising, etc. Despite having large outreach, it may be costly at times. The mass media channels will vary depending on the target audience and the presence of mass media in their community.

- **Organization and community** include channels that reach specific groups of individuals or organization such as women groups or organizational staff. Community consultation, community radio, newsletters, organizational meetings, training, assembly at schools, workshops, meeting at mosques etc. These requires human and financial resources.

- **Interpersonal** includes sharing information at the community groups, schools, counselling sessions often on one-on-one basis. These are especially important for influencing attitudes and behaviours. These are more effective and trusted in case of health, reproductive health and financial matter related information.

In addition to planned use of these channels other channels will also be explored and innovation in communication channels will be encouraged. These will include websites, social media, helpline, partners; channels etc.

- **ICT:** As the landscape of communication has been changed as a result of digitization in the country, media and ICT will be used as a major source of dissemination and communication. Both print and

electronic media will contribute to changing culture, norms and practices including those related to SS. ICT is increasingly supporting policies and strategies to help deliver SSPs with efficiency, transparency, and higher coverage. Use of the internet, social media, and mobile phones enable community to get information and participate in discussions. Therefore, the opportunity to take advantage of the ICTs will be harnessed for reducing exclusion, leakages, and transaction costs. The use of short message services (SMSs) for payment information will reach geographically isolated areas at a low cost. The mobile-cellular phones have been already used for payment and providing financial services. Stipends and cash grants to beneficiaries through mobile banking have been proved efficient. Also, policymakers can also be influenced by electronic communication in the needs of SS. Electronic communication also is convenient in reaching those with disabilities.

C.4.8 Communication at the Central level

For effective and wider reach the following will be considered at the national/central level.

- **A central communication hub** will be established under GED/Cabinet Division with information on all SSPs, allocation, criteria, data, information tools and materials. Compiled information on allocation in each area, lifecycle stages, ethnicity, gender and geographical coverage. This hub will be useful to provide information to the policy makers, researchers, planners, donors and academia. This will include the following:

  - ✓ **Call centre cum helpline** like a common toll-free call centre for SS safety net programmes will be considered at a centrally managed location, which will provide information and record grievances.

  - ✓ **Central Website** for wider dissemination to wider audience even outside the target groups identified above. Information related to programmes, guidelines, selection criteria, list of beneficiaries, assessment reports etc. will be uploaded in the websites for instant guidance and wider audience. Web sites will be used to provide additional information other than the key messages to highlight easy-to-understand information and fact sheets to help users. Information on the status of grievance redress will also be included in the website.

  - ✓ **Data gathering** will be done by ministries/divisions and Bangladesh Bureau of Statistics (BBS) to provide evidence to the policy makers. These data will also be maintained at the central communication hub. BBS's the National Household Database (NHD) and the assigned PMT (proxy means test) will help identify eligible individuals and to cross-validate the beneficiaries. A proper survey to create a robust database of SSP-eligible people and to address exclusion problem will also require communication.

  - ✓ **Documentation**: At the central level a good practice guide on SSPs will be developed for social protection education based on experiences. In addition, good practice examples from country and the globe that empower the marginalized will be compiled for education.

- **Coordination:** At the central level, the CMC will coordinate and monitor the activities related to SS programme, consolidation, partnership, and reform**.** At the thematic levels, the thematic coordinating Ministries will undertake the responsibilities of coordination, planning of consolidation and reform. Coordination meetings, information exchange and sharing of documents will be done.

- **Advocacy for funding:** Based on the assessment of each programme, advocacy will be done with donors and Finance Division by the relevant ministry/division for financing and expansion. These communications will require data, assessment report, plan, estimated budget including budget for communication etc. to reduce the risks and vulnerabilities of the marginalised. All ministries and agencies will ensure that accurate information and data are generated and provided for advocacy.

Channels to be used

Based on the purpose, the Ministry/Division has to decide about the best possible communication channels to reach the audience. It is good to use a variety of channels as no one channel is perfect. For the above-mentioned purposes, organizational and interpersonal channels will be used. Meetings, policy papers, consultation meetings, briefing will be the main channels of communication.

The mass communication channel will include website and information hub or media briefing. A national campaign on SS and observation of a Social Protection Week will be ensured. Structured communication actions for audience, such as public presentations and exhibitions, campaigns will be undertaken.

C.4.9 Communication at the ministry/division/ central programme level

The role of the central level SS implementing ministries/ divisions and the programmes will be to foster an enabling environment through policy advocacy and strengthening supply side through enhancing communication effectiveness and skills of service providers. On the demand side, the aims are ensuring a strong demand through disseminating information; and creating participation platforms of community consultations for social norm and behaviour change among individuals and communities and ensuring transparency in selection and operation at the field level.

- **Central Website:** Each ministry/division will develop a section in the central website on SSPs for wider dissemination of the SS activities of the Ministry/Division that will include information related to SSPs, guidelines, selection criteria, list of beneficiaries, geographical coverage of each programme, assessment reports etc. for instant guidance and for information of the external audience. These sites will provide additional information, monitoring reports and fact sheets to help users and for public visibility. Information on the grievance mechanism and status of redress will also be included.

- **Website of programmes**: Each programme will establish its own website with information about the programmes. The central website of the ministry/division will be separate from central website of the programmes. These will include information related to SSPs, guidelines, selection criteria, list of beneficiaries, geographical coverage of each programme, assessment reports etc. In addition, it will also include the capacity building tools for staff and partners.

- **Social Media:** Social media will be used with tailored messages for wider dissemination or sharing with a particular group. Some information of the websites can be placed in social media based on justification for the attention of audiences with particular interests.

- **Capacity building and information:** Capacity of staff in programme is essential for effective implementation of both supply and demand side of SSPs. Each programme will develop its own communication plan including training, awareness and dissemination of information. They will

develop and disseminate guidelines and capacity building materials for programme staff, LGIs, partners, community and beneficiaries. Training and orientation of field staff will be planned, and materials will be centrally developed for consistency of messages. Training of trainers/communicators will be undertaken for the programme staff who will eventually implement, administer or monitor programmes at the field level. The capacity building will include also training for effective design, implementation, management, monitoring of communication plans for SS.

- **Coordination and consolidation**: The Ministries and divisions will regularly organize coordination meetings for harmonization, consolidation and monitoring of programmes within the ministry/division. Similarly, programmes will also ensure programme level coordination and coordination/participation in coordination at the field level. Programmes will also determine the partnership and sharing of channels of CSOs and LGIs based on a mapping and partnership agreements. Ministries/divisions will participate in CMC and thematic cluster meeting when invited, call meeting, if authorised and raise issues and agenda for greater collaboration.

- **Advocacy:** Each programme will monitor field performance, assess needs, collect data and evidence on situation. Based on the data and evidence, upward communication with ministry will be undertaken for new or expansion of programmes. Advocacy for policy formulation and modification will also be undertaken based on needs. Advocacy for additional resources with donors and Ministry of Finance will also be undertaken based on evidence. It is also important to talk to and convince policymakers of the changes needed in the social security system, adoption of laws and national strategies, need for funds.

- **Local-level accountability:** Communication from authorities on programme implementation and accountability would reduce inefficiencies, and malpractices at the local level and can increase participation of the poorest and vulnerable including women and girls. This communication also will include establishment and dissemination of grievance redress mechanism.

- **Documentation:** Experience, assessment, good practice and lessons of each programme will be collected, compiled, published and uploaded in the websites for information and education. Documentation of programme results will also be done for assessing achievements in SDGs and for future planning.

Channels to be used

In addition to the ministry, division or programme specific websites and social media for mass communication organizational and inter-personal communication channels will also be used. Campaign for mass dissemination, participation in Social Protection Week. In addition, publication, leaflets, meetings, consultation, staff training, training of trainers/communicators will be used for information and capacity building.

Ministries/divisions/programmes will organize media meetups to create awareness and knowledge among media houses and their staff workers to enhance visibility of the programmes, results and issues in the mass media. The Ministry of Information will support in delivering the messages in mass media. The Central Information Hub will work closely to develop templates/formats to develop media friendly communication packages/press briefs to be used disseminate learnings and information. Issues of interest of SS will be promoted through talk shows/special news/op-eds etc. in order to make policy makers aware, interested and address policy issues to solve challenges in SS. Each

ministry/programme will work closely with Ministry of Information to develop messages to be promoted through such engagements.

C.3.10 Communication at the local level

At the local level the communication will have different audiences, individuals, community, LGI leaders, NGO staff, local administration and service providers at the local level. Therefore, communication will also have to occur at multiple levels in multiple channels.

- **Awareness raising:** Community and marginalised people will be made aware of existing social protection programmes, and the procedures to register and availing benefits. They need to know of their right to social security and understand their obligations in operation and action or contributions. Information on size of transfer and mode of delivery of payments to beneficiaries will also be included. They will be assisted in validation and opening of bank accounts. Enforcing local-level accountability and transparency in the selection process should be considered with utmost importance. The existing evidence on selection patterns of SSP-beneficiaries along with the results, perspectives and recommendations provided in this study should provide important insights for the implementation.

- **Confidence-building:** The potential beneficiary groups will be informed of their rights through sensitization, mobilization and mass communication to encourage them for registration in SSPs. This will include information of the criteria, process, grievance system etc. This will also include orientation on collective or group participation, social networks and support groups to address issues that affect their lives and to proactively help them in involving in SSPs.

- **Capacity building:** will be undertaken at different levels for different groups.

  - ✓ **LGIs:** UP chairmen and UP members delivering messages are not usually trained. They will be oriented and provided with the guidelines and scripts of "key messages" to help them in communication. Simple fliers readily accessible formats than the operations manual will be prepared for them. A system of strengthening the capacity of the LGIs to implement and monitor the SS intervention will make the SS sustainable.

  - ✓ **Community:** The local stakeholders comprising local community and religious leaders and representatives from the communities, women, schoolteachers and NGOs will be oriented on the SSPs through open consultation, ward meetings and local media.

  - ✓ **NGO/CSO partners:** The staff of these partners will be oriented locally to use the guidelines, support selecting and serving beneficiaries, voicing grievances and in building capacity of the community and beneficiaries.

  - ✓ **Local staff:** Local staff of departments and service agencies will be oriented on their roles in SSPs. Training on communication skills, community dialogues, selection and capacity building of beneficiaries, monitoring and evidence generation will be provided to the filed level staff;

- **Selection in open meetings: T**he finalisation of SSP beneficiary lists for the unions wll be done in open meetings coming from ward meetings in the presence of all relevant stakeholders for transparency. Public announcements of UP meetings in finalising the list of beneficiaries will help bringing the poorest and most vulnerable population groups including women from different

areas of the union. The presence of upazila social welfare officials, other concerned officials, representatives of local administration, various groups and NGOs will make the process more transparent and accountable. Such transparent selection process will help selecting the most deserving candidates. Involvement of local NGOs in the process will improve the participation of the marginalised groups.

- **Behaviour change communication**: To influence behaviour and practices at the national and district level campaign and mass media communication will be organized. The messages will be designed to address the problems and to reach expected desire behaviours. The relevant agency will coordinate with local upazila and district administration for better motivation and local advocacy. For non-discriminatory norms and practices, at the community level, SSPs will lead advocacy through community mobilization, awareness and improving practice. Support Administration and NGOs will be sought as necessary.

- **Networking and partnership**: Programmes will build purposive network or coalition with like-minded government and civil society stakeholders at the district/local level to promote awareness and address key issues and challenges pertinent to SS. Programmes will engage and build partnership with a wide range of traditional, community, civil society and local social leaders. Coordination, and collaboration with local administration, other service providing agencies around a SS related common cause or implementation of programmes. LGI leaders, teachers, micro-finance organizations, religious leaders and NGOs will be engaged through and for communication.

- **Evidence generation for advocacy**: Collection of information, experience and evidence will be done to identify disadvantages that women and the marginalised group face. This will be done for bringing the issue to the policy makers and line ministries to draw their attention on the issue for their support, allocating resources, revisiting or adopting policies, providing additional staff and such others for SSPs.

- **Coordination:** Advocacy meetings with the policymakers, senior staff of the line ministries, city corporations and at the zonal level for resource allocation, create position/s and cell, recruitment or assigned staff for C4D. Regular meeting of the local administration and LGIs on SS issues will be attended and required meetings will be organized by programmes to get their support and involve them in SS interventions.

- **Local Information hub**: All Union Parishads will serve as an information hub for SSPs. Information, booklets of all SSPs of the union will be compiled and preserved in the UP office for dissemination. The Union Information Centre will be utilized for this.

- **Publicity:** For effective dissemination of information, campaign, rally and road shows will be arranged at the union level. Participation at the Social Protection Week will be ensured.

- **Awareness on emerging issu**es: Local level communication will also cover information on important issues, like disaster preparedness, risks related to migration, risks of river erosion, vulnerability of women during disasters, new programmes, upcoming census/survey etc.

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- **Grievance redress**: LGIs, field staff, community, NGO partners will be oriented on the existing grievance redress system. In addition, beneficiary members will be assisted when a grievance is raised.

Channels to be used

The needs and access of the poor and vulnerable people including women and adolescents vary according to situation. Therefore, the communication channels will be determined based on their needs and situation. A package of messages will be developed, compiled and disseminated through various channels as per target audience.

Community Dialogue, courtyard meetings, ward meetings are forums where participants from the community will have face-to-face discussions, get information, share experiences, raise concerns and explore solutions and opportunities. The local staff or LGI leaders will facilitate orientation of local leaders or training of beneficiaries. The local elites and communities will be engaged in identification, awareness, motivation, planning, management, monitoring and evaluation of programmes.

Groups will be formed for particular programmes for orientation and change in behaviour. Facility based orientation will be organized by health, micro finance or livelihood programmes. In addition, sessions will be organized at schools, mosques, clubs and union councils for mass orientation. Preferred timing to reach the target audience will also be determined when they are able to participate without hampering work or household responsibilities.

In addition, Community-based Campaign, video show, radio programmes, information board at UPs/villages, billboards, Booklets, leaflets will also be used.

As it is difficult to get the message across to all people, especially in remote areas, mass media and alternative sources will be used.

- **Partners' channels** like the channels used by CSOs, LGIs for dissemination of information at the local level will be used as appropriate for information, training and guidance as they are trusted locally, and the audience are familiar with them. They will also be effectively used to reach audience in hard to reach areas and to reach the unreachable communities. The ward meetings and such other sessions will also be used effectively. This also allows cross-validation in minimising the identification errors and promoting the coverage of the targeted groups.

- **Mass communication** will be used to reach out to the poor and vulnerable population groups particularly for changing behaviour and practice

- **Electronic communication:** To address various levels of audiences, advocacy, social mobilization & community engagement, and mass media & ICT will be used as approaches for individual behaviour change, demand generation and creation of an enabling environment for SS of women, and the marginalised including children, persons with disability and adolescents. Electronic channels will also be used for transfer of allowances and information.

C.3.11 Communication contents

The contents of **c**ommunication will be designed to provide the right messages to the right people about SS schemes, situation, needs, policy requirements and such others.

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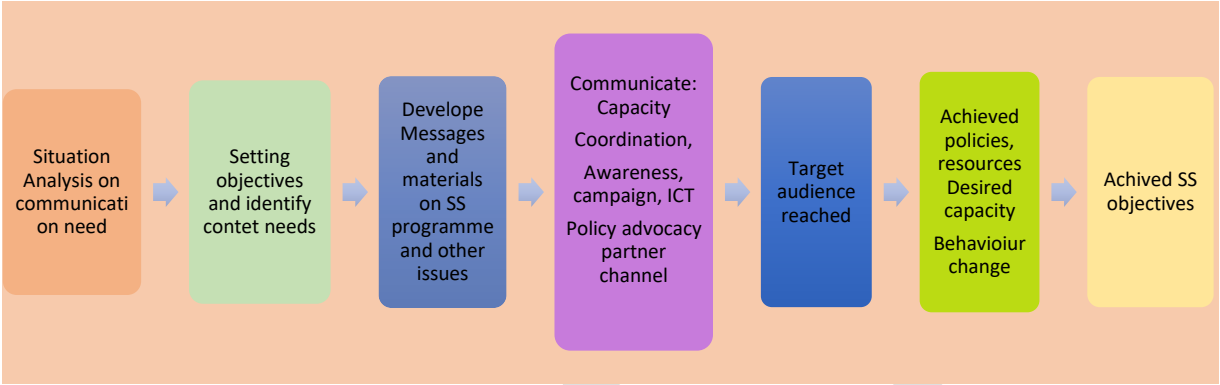
Diversity based on objectives: The objectives of each communication will be different and therefore, contents will vary accordingly. The contents will be designed differently for visibility of programmes, resource generation, advocacy with policymakers and donors, change views or behaviours of people, public education and awareness, capacity building, assessments and others. The development of materials and dissemination for communication will follow the following pathway.



Audience focused materials: The central ministry/division or programme will develop contents and tools of dissemination for uniformity. A package of easy to understand materials like leaflets, hand-outs, factsheets etc. containing information will be developed and distributed among the staff, local administration and LGIs. A different set of materials containing easy to understand messages, video, films, leaflets etc. will be developed for the community and beneficiaries. Such knowledge products will be developed based on the field findings, field level knowledge/experience and strategic priorities.

For the policy makers and donors, a different set of materials and videos will be developed by each programme. In addition, reports and working papers will be developed for CMC and for thematic cluster coordination. The different requirement of communication channels and materials by different groups are given below in the Figure.

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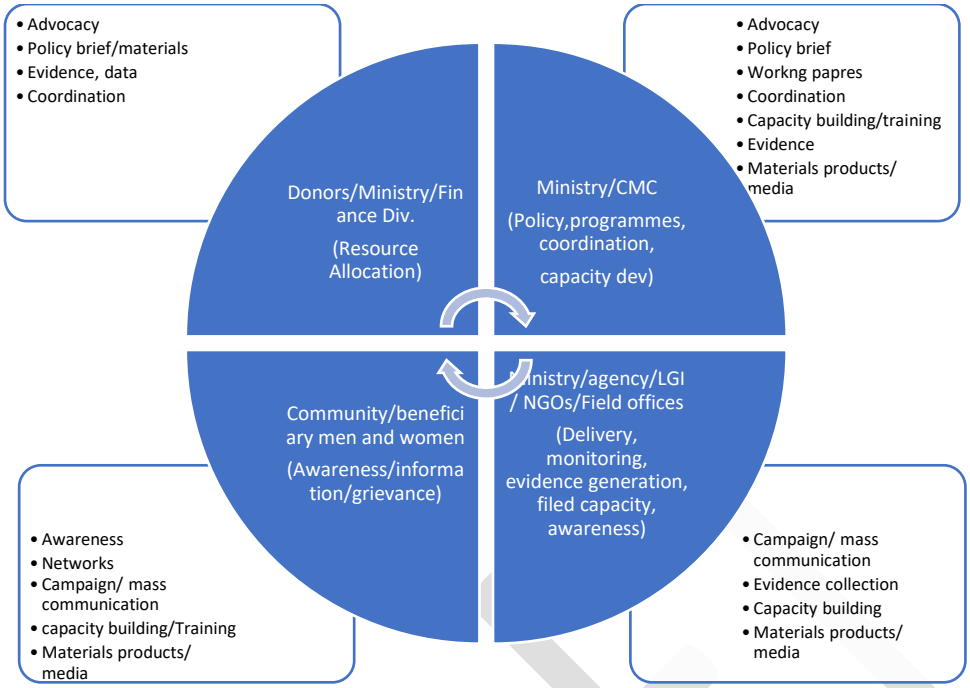

- **Common template for uniformity**: According to the guidance of the CMC a common template will be developed for the information on all major programmes and will be compiled and uploaded in the central website. Similar to the central website a common template will be developed for programmes, which will be used for the programmes to upload information in the website. Common template for flyers to be distributed to all at staff and beneficiaries at the field level. A

C.4 Implementation and monitoring of the Strategy

Overall coordination

The responsibility of oversight of the implementation of the strategy and the overall coordination will be on the Central Management Committee (CMC) chaired by the Cabinet Division. The General Economics Division of the Planning Commission will provide technical guidance on collection of data, evidence preparation, compilation of good practice lessons, assessment and dissemination of pertinent information regarding communication that influence effectiveness and trends of social security. Gender lens will be applied in all cases. BBS will support collection of household data, data on eligible persons and SS support recipients in a sex-disaggregated manner to support SDG progress reporting, policy advocacy and advocacy for resources.

Implementation

National Level: All the SS programme implementing ministries, divisions, departments and agencies will be responsible to implement the strategy within their mandates and implement SSPs. The ministry/division and the programmes will analyse the field situation, capacity and needs for communication and interpret the strategy within that context. Each ministry/division and programme will develop their own communication plan for effective delivery of SSPs. According to the guidance of the CMC and GED a common template for all programmes will be developed to upload in formation in the central website. Similarly, guidance will be provided for common template for all ministry/divisions' websites and the programmes' websites. A common template for policy brief,

flyers for use at the local level will also be developed so that gradually all information at all levels become consistent. Each ministry, division and programme will ensure monitoring and achieving results. The social security focal points of different ministries and clusters will also coordinate for communication and consolidation of the programmes. The Action Plans of the ministries/divisions will include objectives and target groups with time frame for each type of communication. The Thematic cluster lead ministry will support and oversee inter and intra cluster communication. All monitoring and reporting of programmes will use of sex disaggregated data and gender analysis. For wider communication and advocacy cooperation from media will be sought.

Local Level: At the local level, the implementation will be according to the action plan based on the field situation identified through the communication diagnostics and additional information received from the field. assessment of communication needs. Enhancing information, knowledge and capacity of the district level administration, Zila Parishad, Municipality, Upazila and Union Parishads, staff of the concerned ministries and partner agencies will be prioritised, and activities undertaken as per the action plan. Coordination for transparency, reducing errors and effective delivery of programmes will be emphasised. Knowledge and capacity of the community and the beneficiary groups will be developed through using appropriate channels like training, campaign, materials etc.

Partnership: To implement the strategy at the local level partnership with CSOs will be developed by programmes for delivery of information, capacity building, monitoring and grievance redress. The CSOs will include women organizations, NGOs, local media. will be involved in awareness raising, training, legal aid, support services, delivery and community mobilization.

C.5 Guidelines for gender focused communication

Each ministry/division along with the action plan will develop guidelines for operation of each programme including criteria, coverage, grievance, accountability and monitoring of social security programmes and disseminate to all relevant LGIs, CSOs and staff of ministries and agencies for its mandatory use.

C.6. Flexibility in communication

There will be a wide range of channels used for different groups. Based on the needs changes in approach may require changing attitude, behaviour, enhance outreach or new partnership with service providers. New issues and emergency may arise and therefore, a flexible approach for communication will be ensured.

C.7 Resource mobilization

To ensure that all communication needs are addressed effectively, additional resources will eb required by each ministry/division and programme on communication. Therefore, aside from the current practice of communication, additional resources will eb allocated for communication through reallocation or additional allocation of resources. In addition, complementarity among programmes will be explored and sought. Use of partners' channels and linkage with civil society will be facilitated. Linkages with the national media and their programmes will also be sought for promoting SS. Additional funding will be secured with support from development partners or from the national budget to sustain social security and make the processes effective, transparent and accountable. Electronic media will be used for payments and information dissemination at a low cost.

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C.8 Monitoring and Evaluation

Effectiveness of the strategy will not only require an action plan with resources but will also require monitoring mechanism. Participatory monitoring will be introduced to improve the effectiveness of communication and programme delivery. The CMC as part of its monitoring of SS will monitor implementation of the Strategy.

All Ministries implementing social security programmes including the cluster coordinating ministries will be responsible to monitor the results and report on performance to the CMC as per the action plan. Implementation, Monitoring and Evaluation Division (IMED) will also review the knowledge, implementation, transparency and accountability aspects in monitoring of SSPs.

CSOs and community at the field level will be engaged in monitoring transparency and effectiveness and evidence gathering. Monitoring of targeting, beneficiary identification, and delivery of services will be monitored in partnership with CSOs coordinated at the Upazila and District Coordination Committees.

C.9 Review of implementation

The implementation of the Strategy will be reviewed and reported annually after its approval. All Ministries/divisions will review the progress of implementation coordinated by the cluster leads and reports will be submitted to the CMC for its perusal. The strategy may be revised, if necessary on the basis of contemporary communication needs in SSPs.

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D. The Communication and Advocacy Action Plan

D.1 Introduction

The Government of Bangladesh has been implementing the National Social Security Strategy since 2015. To ensure its effective implementation, an action plan has been developed. Elimination of discrimination against women and promotion of gender equality through social security programming has been an important agenda of the Government. Therefore, following a gender diagnostic study a gender policy was formulated and an action plan was developed. It has been noted that in many cases social security programmes (SSPs) lack effective communication with stakeholders including donors and eligible beneficiary groups. This has hampered effective implementation of the SSPs and providing adequate services to the target groups. Therefore, a communication diagnostic study was conducted in the field to identify communication needs in the SSPs. Based on the findings of the diagnostics, a communication strategy has been developed. To implement the strategy and reaching the stakeholders with appropriate information through communication, this action plan has been developed.

D.2 Objectives of the Communication Action Plan

To ensure informed decision-making over social security policy, programme and services at the supply side and create informed choice and demand for social security by all disadvantaged groups.

D.3 Action Plans of Ministry/Division and thematic clusters

The following section includes an action plan for each ministry and the thematic clusters. Each ministry/division and the thematic clusters will plan their annual activities based on priorities considering this plan. They will select the communication channels for different stakeholders like organizational communication, mass communication and interpersonal communication. All ministries/divisions and clusters will develop required materials for information dissemination, advocacy for policy and finance, orientation of staff and implementors and mass communication, as necessary.

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D.3.1 Ministry of Social Welfare

Background

The Ministry of Social Welfare (MOSW) formulates and implements policies and programmes on welfare and improvement of the standard of living of the disadvantaged segments of the population. The ministry has the largest number of social security programmes (SSPs) targeted towards the protection and development of elderly, orphans, widows, deserted women, persons with disabilities, victims of acid burn, sex workers, vagrants, transgender, bede (gypsies) and other disadvantaged groups of the country.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MOSW in undertaking appropriate and effective communication for the different section of stakeholders for information, advocacy, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Child and adolescent support Vulnerable women's benefit Old-age support	Advocate for funding, coordinate, consolidate, policy support, expand, and collaborate for stipend, support services, care for vulnerable children, women, adolescent, disabled and elderly	Meeting Briefing	Policy dialogue Meeting Briefing	Electronic Print Closed social group	Policy dialogue Meeting Briefing	Continuous Jan 2024 Jan 2022	Donors CMC, CD Cluster members, MoHFW, MoPME, MoE, LGD, FD
	Orient and inform implementors/LGIs on the criteria and implementation of programmes	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing	Continuous till 2026	MoHFW, LGD, FD, MoWCA, NGO, LGIs Other Dept field offices
	Inform/ orient community/ beneficiaries about provisions, process, criteria and their roles	Electronic	Print	Meeting	Briefing	Continuous December 2020 December 2022	
Mobility support	Advocate and coordinate to ensure safe mobility in all buildings and transports	Meeting Briefing Orientation	Policy dialogue Meeting Briefing	Electronic Print Closed Social group	Policy dialogue Meeting Briefing	December 2020 Onwards	FD, MOR, MOHPW MOCom, MOS Donor
	Orient and inform implementors/LGIs for compliance	Meeting Briefing Guidelines	Meeting Briefing		Meeting Briefing		

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Labour and Livelihood intervention	Advocate for fund, coordinate, link, consolidate to expand finance, training and other services livelihood	Meeting Briefing	Meeting Briefing		Meeting Briefing	Continuous	Donors CMC, CD, FD, LGD, Other ministries, Cluster members,
	Inform, coordinate and orient implementors on empowerment GE and consolidation	Meeting Briefing Orientation Guidelines	Meeting Briefing	Social group	Meeting Briefing Orientation		
	Inform, orient community and beneficiaries on provisions, process criteria and roles in livelihood program			Print Electronic	Meeting Orientation		
Support to disadvantaged communities	Advocate for funds, coordinate, link consolidate, collaborate and expand services for bede, transgender, and other groups	Meeting Briefing Orientation	Policy dialogue Meeting Briefing		Meeting Briefing	Continuous December 2021	LGD, FD, MoHFW Donor
	Brief, orient, inform implementors on criteria, targeting and implementation	Meeting Briefing Orientation Guidelines	Meeting Briefing	Social group	Meeting orientation		
	Inform, orient community and target group on services, process, criteria and roles			Print Electronic	Meeting Orientation		
Address grievances	Establish a grievance redress system, inform and orient all level of implementors /LGIs about the process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			Beginning July 2020 Instruct field offices July 2020	LGD, FD, MoHFW
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation	Meeting Briefing Orientation	Social group	Meeting Orientation	December 2020 Continuous	Other Ministries, LGIs

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	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021 continuous	Pl Com, LGIs, CSOs
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	Dec 2020 Jan 2021	IMED, MoWCA, GED-
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting		Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize/ consolidate smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing Dialogues	Meeting Briefing Policy Dialogues			June 2022	CD, FD, Pl Com, MOWCA Cluster members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing				
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	FGD, Meeting Briefing		

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Main focus

Design and undertake communication using appropriate channels for advocacy and collaboration in expanding support for elderly, adolescents, persons with disability and such others. Collaborate with other ministries to ensure safe mobility and support for persons with disability based on their types of disability, ensure health and other support for the disadvantaged groups and protection of their rights. Communication will also support appropriate advocacy and cooperation for consolidation of smaller programmes, enabling beneficiary groups to claim their rights as well as for their development, self-respect, risk mitigation and empowerment.

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D.3.2 Ministry of Food

Background

Food security is the first concern for human survival. The Ministry of Food (MOF) is responsible for ensuring food security in Bangladesh. The MOF is responsible for formulation of policies, plans, procedures, etc. related to food procurement, storage and distribution to ensure a dependable national food security system. The MOF, in collaboration with other ministries like the ministries of Agriculture, Commerce, Disaster Management and Relief, Local Government, Women and Children Affairs etc. undertakes procurement and distribution work as well as implementing food based SSPs like open market sales (OMS). Overall food management and strengthening of food security system considers the possible adverse effect of environment and climate change and ensures continues food supply. MOF ensures supply of food for food based SSPs, during disasters and at a low price during lean season, which contribute towards nutritional support for the poor, women and children.

Objective of the Advocacy and Communication Action Plan

This action plan aims at support MOF in undertaking appropriate and effective communication with different stakeholders for advocacy for finance, coordination, orientation, planning and monitoring to ensure efficient food procurement and effective delivery of food for SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Strengthening Open Market Sales (OMS)	Advocate for funds, policy support for nutritional education, expansion and coordination	Meeting Briefing	Policy dialogue Meeting Briefing		Dialogue Meeting Briefing	Continuous Jan 2024 Jan 2022	CMC, FD, donors Cluster members, LGD
	Orient and inform staff and distributors about process	Meeting Briefing Guidelines		Electronic Print	Meeting Briefing	Continuous till 2026	Media, MOI
	Inform, orient community and beneficiaries on OMS and nutrition			Electronic Print	Meeting Briefing	Continuous Dec 2020	LGD, MOI
Vulnerable women benefit Programme	Advocate /coordinate for funds, policy support, expansion, consolidation, services for vulnerable women	Orientation Policy dialogue	Meeting Briefing	Policy dialogue Meeting	Briefing Dec 2020	December 2021 Onwards	FD, MOHPW MOCom, PSD, MOR, Cluster members Donor
	Orient and inform staff and implementors about implementation and monitoring of VWB	Meeting Briefing Guidelines	Meeting Briefing			December 2022 Onwards	
	Inform/ orient community and beneficiaries on roles,			Electronic Print	Briefing Meeting	December 2020 Onwards	

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	provisions, process, criteria in VWB						
Disaster relief Programmes	Advocate and coordinate for funding, consolidation, fortified food, and expansion	Meeting Briefing Orientation	Meeting Briefing Orientation			Continuous	FD, Donor, MODMR
	Inform/ orient planners, implementors on provisions, process and fortified food	Meeting Briefing Orientation Guidelines	Meeting Briefing				
	Inform, orient community and beneficiaries about services and nutrition			Print Electronic	Meeting Briefing Orientation		
Workfare Based Programmes	Advocate for funding, coordination, consolidation, and expansion of finance, training and other services	Meeting Briefing Orientation	Policy dialogue Meeting Briefing			Continuous December 2021	LGD, FD, MoHFW Donor
	Inform, coordinate and orient implementors on empowerment and consolidation	Meeting Briefing Orientation	Meeting Briefing		Meeting Briefing Orientation		
	Inform, orient community and beneficiaries on provisions and process			Print Electronic	Meeting Briefing Orient		
Address grievances	Establish a grievance redress system, inform and orient all level of implementors about the process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			July 2020	LGD, FD, MoHFW
	Inform, and orient community and beneficiaries on grievance process and accessing the system	Meeting Briefing Orientation	Meeting Briefing	Print Electronic	Meeting Briefing Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orient		Meeting Briefing Orient	Dec 2020 Continuous	FD, MoYS, Planning Commission
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		

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Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing		Meeting Briefing	July 2021 continuous	
	Inform, and orient community and beneficiaries about services and roles			Meeting Briefing Orient	Meeting Briefing Orient		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogue	Meeting Briefing Policy Dialogues	Electronic Print	Meeting Briefing Policy Dialogues	December 2020 January 2021	IMED, MoWCA, GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Orientation Guidelines	Meeting	Print Electronic			
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	Meeting Briefing Orientation		
Harmonize, consolidate smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing Dialogue	Meeting Briefing Policy Dialogues		Meeting Briefing	June 2022	Cabinet Division, Planning Commission, FD
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing	Meeting Briefing Policy dialogue		Meeting Briefing		
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Electronic Print Social	Meeting Briefing Orientation		

Main focus

Communicate with stakeholders using appropriate channels for advocacy and collaboration in ensuring fund for food procurement, expanding OMS, smooth food distribution, food supply for food based SSPs, and disaster relief in collaborate with other ministries. Communication at the field level will be to coordinate with the LGIs and the beneficiaries for smooth operation, and enabling beneficiary groups to claim their rights.

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D.3.3 Ministry of Disaster Management and Relief

Background

The Ministry of Disaster Management and Relief (MODMR) is responsible for disaster risk management and response. The action areas include disaster preparedness, early warning, shelter support, emergency support and relief, support for crating resilience and rehabilitation. MODMR operates workfare programmes for employment of the poor for their food security and income generation. The MODMR collaborates with the with Ministry of Food to ensure supply of food grain for the food-based programmes and with the Local Government Division (LGD) and LGIs to support food distribution and employment for the ultra-poor during the lean period of the year to protect them from poverty and vulnerability. Many of the beneficiaries of such programmes are women and they are given employment opportunities in repairing and rehabilitation of small-scale infrastructures.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MODMR ensuring effective disaster management in partnership with local stakeholders minimizing loss undertaking appropriate and effective communication with the different sections of stakeholders. Through transparent information, advocacy, orientation, planning and monitoring ensure effective disaster management and delivery of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Support Required
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Hazard Zone Mapping	Inform and orient the implementors on mapping process and plan	Meeting Briefing Guidelines Orientation	Meeting Briefing		Meeting Briefing	December 2022 July 2021	BBS
	Orient, and inform community and collect information for mapping			Electronic Print	Meeting Consultation FGD		
Workfare Programmes	Advocate for funding, coordinate, consolidate, and expand finance, training and other services to promote GE	Meeting Briefing	Meeting Briefing		Meeting Briefing	December 2022 July 2021	MoF, FD Donor
	Inform, coordinate and orient implementors on empowerment and consolidation	Meeting Briefing Orientation Guidelines		Social	Meeting Briefing		
	Inform, orient community and beneficiaries on provisions and process			Electronic Print	Meeting Consultation Orientation		

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Disaster Preparedness	Advocate for funding coordination and preparedness services	Meeting Briefing	Meeting Briefing				LGD, LGIs, MoSW, CSOs, MOLF, MOCom, RDCD Donor
	Inform and orient implementors on guidelines/roles in disaster management	Meeting Briefing Orientation Guidelines		Social	Meeting Briefing	July 2021 December 2021	
	Orient, inform and prepare community women and children on disaster preparedness adaptation and recovery			Electronic Print	Meeting Consultation Orientation FGD		
Recovery and rehabilitation	Advocate for funding, coordination, expansion and consolidation of adaptation, training and rehabilitation services	Meeting Briefing	Meeting Briefing		Meeting Briefing	July 2021 and after calamities December 2021 continuous	MoWR, LGD, CSOs, MOLF, cluster, RDCD, MOWR Other Ministries Donor
	Inform, coordinate and orient implementors on their role on gender integrated disaster management and consolidation	Meeting Briefing Orientation Guidelines		Social	Meeting Briefing		
	Inform, orient community and affected persons on relief, recovery provisions and process			Electronic Print	Meeting Consultation Orientation		
Address Grievances	Establish a grievance redress system, inform and orient all level of implementors about the process and their roles	Meeting Briefing Orientation	Meeting Briefing		Meeting Briefing	Beginning July 2020	CD, LGD, Cabinet Division, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system	Meeting Briefing Orientation Guidelines	Meeting Briefing	Print Electronic	Meeting Briefing Orientation		
Strengthen capacity	Orient and inform implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orient		Meeting Briefing Orient	Beginning July 2021	
	Inform, and orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and mainstream GE in plan, design and results in SSPs	Meeting Briefing Orientation Guidelines	Meeting Briefing		Meeting Briefing Orientation	July 2021	Planning Commission, ECNEC

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	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Briefing Orient		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogue	Meeting Briefing Policy Dialogues	Electronic Print	Meeting Briefing Policy Dialogues	December 2021 January 2022	GED, IMED, BBS, CSOs
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Orientation Guidelines Briefing	Meeting	Print Electronic	Meeting Orientation		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	Meeting Briefing Orientation		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing Dialogue	Meeting Briefing Policy Dialogues		Meeting Briefing	June 2022	CC, CMC, Cluster, FD
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation	Meeting Briefing		Meeting Briefing		
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Electronic Print Social	Meeting Briefing Orientation		

Main focus

Plan and undertake appropriate communication programme for hazard zone mapping, effective disaster preparedness and management in partnership with local stakeholders and community. Ensure effective delivery of preparation, relief, rehabilitation and workfare programmes in collaboration with the LGIs, NGOs and other stakeholders. Communication will also be undertaken for advocacy and cooperation for consolidation of smaller programmes, enabling beneficiary groups to claim their rights as well as for their development, self-respect, risk mitigation and empowerment. Communication will also be necessary for gender responsive programme design and gender responsive results monitoring.

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D.3.4 Ministry of Primary and Mass Education

Background

Ministry of Primary and Mass Education (MOPME) ensures primary education and mass education for children and adults of Bangladesh. MOPME formulates and implements policies related to primary and mass education; design and implement programmes; prepare, publish and distribute textbooks to students at the pre-primary and primary level and organizes adult education for the elderly. Thus, the MOPME contributes to the development of human resources of the country. The Ministry has been assigned the responsibility of coordinating the thematic cluster on 'Human Development and Social Empowerment'. The Ministry implements primary stipend programmes and school meal programmes for social security, which has contributed towards increasing literacy rate in the country.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MOSW in undertaking appropriate and effective communication for the different section of stakeholders for information, advocacy, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Stipend Programme School feeding/ meal programme	Advocate for funding and policy support, consolidate, coordinate and expand stipend and school feeding	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	FD, CMC, Donor, SMCs
	Orient and inform implementors/ schools on stipend/meal administration, expansion and services	Meeting Briefing Guidelines	Meeting Briefing	Social group	Meeting Briefing		
	Inform, and orient community and children on coverage, criteria and their roles			Electronic Print	Briefing Meeting		
Addressing social norms	Advocate for funding and decisions, support, coordinate and expand girls' participation in sports and cultural activities	Meeting Briefing	Meeting Briefing	Meeting Briefing			MoYS, FD Donor
	Orient and inform of implementors/ schools on girls' participation in sports and cultural activities	Meeting Briefing Guidelines				Continuous	

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	Inform and motivate community /girl students to participate in sports and cultural activities			Electronic Print	Briefing Meeting		
Reaching children out of the school system	Advocate for funding, policy support, coordinate, and expand services to bring out of school children in school	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	FD, Donor, NGOs, LGD, MOSW
	Orient and inform implementors/ schools/NGOs about process	Meeting Briefing Guidelines	Meeting Briefing	Social group	Meeting Briefing		
	Inform, orient children and community on process and benefits			Electronic Print	Consultation Meeting		
Continue education in disaster situation	Advocate for funding, policy support, coordinate, and expand of education after disaster	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2020, 2022 Continuous	NCTB Schools, FD Donor
	Orientation and information of planners, implementors/ schools	Meeting Briefing Guidelines	Meeting Briefing	Social group Electronic Print	Meeting Briefing		
	Information, orientation of children and community			Electronic Print	Consultation Meeting		
Support for disabled students	Advocate for funding, policy support, coordinate, and expand of education after disaster	Briefing Orientation	Policy dialogue Meeting		Meeting Briefing	January 2022	FD, MOSW, NGOs, MOHFW Donor
	Orient and inform planners, implementors schools about SSPs for disabled children	Meeting Briefing Guidelines	Meeting Briefing		Meeting Briefing		
	Inform and orient children and community about supports and access			Electronic Print	Consultation Meeting		
Continued education for the adults	Advocate for funding, policy support, coordinate, and expand of education for adults	Briefing Orientation	Policy dialogue Meeting		Meeting Briefing	July 2020, 2022 Continuous	MoFL, MoWCA, MoYS, NGOs Donor
	Orientation and information of planners, implementors/ schools	Meeting Briefing Orientation Guidelines	Meeting Briefing		Meeting Briefing		

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	Inform/ orient adults and community about adult education			Print Electronic	Meeting Briefing Orientation		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing		Meeting Briefing	Beginning July 2021	LGD, Field offices, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system	Meeting Briefing Orientation	Meeting Briefing	Print Electronic	Meeting Briefing Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orient		Meeting Briefing Orient	December 2021 Continuous	MoWCA, NGOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing		Meeting Briefing Orientation	July 2021	Planning Commission
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Briefing Orient		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogue	Meeting Briefing Policy Dialogues	Electronic Print	Meeting Briefing Policy Dialogues	December 2021	IMED, BBS
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Guidelines	Meeting Briefing	Social	Briefing Meeting		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	Meeting Briefing Orientation		
Harmonization Consolidation	Advocate and coordinate for consolidation, funding, expansion and services Inform, and orient planners and implementors on roles	Meeting Briefing Guidelines	Policy dialogue Meeting Briefing	Social group	Policy dialogue Meeting Briefing Meeting Briefing	Dec 2022	CD, CMC, FD

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	in harmonized programmes						
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes	Meeting Briefing Guidelines	Dialogue Meeting Briefing	Electronic Print	Consultation Meeting		
	Inform and orient implementors at all levels about the grievance redress process and their roles			Electronic Print	Meeting Briefing		

Main focus

Plan appropriate communication strategy and undertake communication with stakeholders in scaling up Primary Stipend Programme in terms of coverage and benefit, expand school meal programmes for schools serving hard-to-reach children in poverty pockets. Also prepare girls for extracurricular activities, disaster preparedness and safety and in developing leadership, self-respect, social support and risk mitigation through using appropriate channels of communication. Also advocate for additional funding for social protection, consolidating smaller programmes and in strengthening gender-focused planning and result monitoring.

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D.3.5 Financial Institution Division

Background

The Financial Institution Division (FID) is responsible for developing financial market and institutions, and deals with the laws and policies related to banks, non-bank financial institutions, capital market, insurance sector and microcredit sector. The Division monitors and evaluates performance of the state-owned banks and financial institutions and creates mass awareness to expand coverage of insurance. The Division is also involved in social security programmes like creating employment and reducing poverty through micro-finance programmes. Establishment of a National Social Insurance System has been assigned to this Division by the NSSS as the coordinator of the Social Insurance Thematic Cluster.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MOSW in undertaking appropriate and effective communication for the different section of stakeholders for information, advocacy, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Support
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
National Social Insurance Scheme (NSIS)	Advocacy for funding, policy support, coordination, and collaboration	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021 July 2023	FD, CD, CMC, BIDS/Research org. Cluster members Donor
	Orient and inform implementors about the NSIS criteria, coverage, process and benefits	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Assess and identify requirements; inform, orient community beneficiaries on process and benefits of NSIS			Print Electronic	Meeting Briefing Consultation		
Shock-resilient livelihood support	Advocate for funds, policy support for livelihood support expansion and collaboration for services	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021 December 2020	Banks/PFIs FD, BB, Research organizations PKSF/PDBF/NGO Donor
	Orient and inform staff and implementors about process, role and monitoring	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community and target group on NSIS, benefits, contribution and process			Print Electronic	Meeting Briefing Consultation		

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Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			Beginning July 2020	Banks /PFIs, LGD Cabinet Division, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2020	Banks PFIs Chambers MoWCA
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing		Planning Commission ECNEC
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021 January 2022	MoWCA GED, IMED, BBS
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting		Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print	FGD, Meeting Briefing		
Harmonize (consolidate) small programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing Dialogues	Meeting Briefing Policy Dialogues		Meeting Consultation	June 2022	IMED, Cabinet Division
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing				

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	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	FGD, Meeting Briefing		

Main focus

Develop communication plan and use appropriate communication channels for need assessment, introduction and rolling out a National Social Insurance System (NSIS addressing gender-based needs. Communication will be undertaken for effective low-cost financial inclusion of the poor and vulnerable women, enhancing capacity of women to claim their rights, leadership, self-respect, entrepreneurship, social support and risk mitigation. In addition, consolidation of smaller programmes, gender-responsive programme design and strengthening of gender-focused result monitoring will be undertaken through appropriate communication with stakeholders.

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D.3.6 Secondary and Higher Education Division

Background

The Secondary and Higher Education Division (SHED), under Ministry of Education is responsible for managing and expansion of post-primary and tertiary education. It formulates and implements policy and programmes with focus on improving the quality of secondary, higher secondary and tertiary education. It also undertakes reforms and overall development of education systems as per the Education Policy 2010. The responsibilities include developing and updating curriculum for secondary levels and printing and distribution for free textbooks for primary and secondary levels. The Division supports establishing specialized universities at the private sector and plays an important role in development of human resources of the country. As one of the implementers of social security programmes, the Division disburses stipends to the secondary-level students. Girls receive specific stipends for graduation and post graduate levels based on criteria, which has helped in achieving gender parity in secondary school enrolment and increased girls' participation in higher education.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MOSW in undertaking appropriate and effective communication for the different section of stakeholders for information, advocacy, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Expand secondary education stipend programme	Advocate for funding and policy support, consolidate, coordinate and expand stipend	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous July 2022	FD, Donors
	Orient and inform implementors/ schools on stipend administration, and expansion	Meeting Briefing Guidelines	Meeting Briefing	Social group	Meeting Briefing		
	Inform, and orient community and children on coverage, criteria and their roles			Electronic Print	Briefing Meeting		
Continue education in disaster situation	Advocate for funding, policy support, coordinate, and expand of education after disaster	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	MoDMR MoWCA Donor
	Orientation and information of planners, implementors/ schools	Meeting Briefing Guidelines	Meeting Briefing	Social group Electronic Print	Meeting Briefing		

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	Information, orientation of children and community			Electronic Print	Consultation Meeting		
Address social norms	Advocate for funding and decisions, support, coordinate and expand girls' participation in STEM, sports and cultural activities						MoPME, MOI, TMED MoWCA MoYS, MoCA Donor
	Orient and inform of implementors/ schools on girls' participation in STEM, sports and cultural activities	Meeting Briefing Orientation Guidelines	Meeting Briefing		Meeting Orientation	July 2022	
	Inform and motivate community /girl students to participate in sports and cultural activities			Electronic Print	Briefing Meeting		
Support for disabled students	Advocate for funding and decisions, support, coordinate and expand support for education, gadgets, sports for children with disability	Meeting Briefing Orientation	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	January 2022	FD MoF BBS MoSW Donor
	Orient and inform of implementors/ schools on disabled boys' and girls' participation in STEM, sports and cultural activities	Meeting Briefing Guidelines	Meeting Briefing		Meeting Briefing		
	Inform and motivate community / disabled children about services, roles and motivate for sports and cultural activities			Electronic Print	Consultation Meeting		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	MoWCA

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	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Planning Commission MoWCA NGOs
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting		Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing Dialogues	Meeting Briefing Policy Dialogues		Meeting Consultation	June 2022 December 2022	IMED Cabinet Division
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing				
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	FGD, Meeting Briefing		

Main focus

Communication will be undertaken for advocacy to scale up Secondary stipend programme and to expand girls' stipend programmes at higher level. Discriminatory social norms will be addressed through external and internal communication for review of curriculum and encouraging girls to enter STEM education and to participate in sports and cultural activities. Capacity of girls for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation will be enhanced. In addition, advocacy will be undertaken for consolidation of smaller programmes, gender-responsive programme design and gender-focused result monitoring.

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D.3.7 Technical and Madrassah Education Division

Background

The Technical and Madrassah Education Division (TMED) under Ministry of Education is responsible for development and implementation of policies and programmes for expansion, administration and improving the quality of technical and madrassah education. Reforming of policies; development and review of curriculum o different levels of technical, vocational and madrassah education; and printing and distributing free textbooks for several levels of technical and madrasah education. A major SSP implemented by the TMED is stipends to the secondary-level students.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the TMED in planning and undertaking appropriate and effective communication for the different section of stakeholders for advocacy, information, orientation, planning and monitoring of SSPs to ensure transparent and effective delivery.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Expand stipend in technical and madrassah education	Advocate for funding and policy support, consolidate, coordinate and expand stipend	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2022 Jan 2022	FD BBS MoSW ICTD, Donor
	Orient and inform implementors/ schools on stipend administration, and expansion	Meeting Briefing Orientation Guidelines	Meeting Briefing	Social group	Meeting Briefing		
	Inform, and orient community and children on coverage, criteria and their roles			Electronic Print	Briefing Meeting		
Continue education in disaster situation	Advocate for funding, policy support, coordinate, and expand of education after disaster	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	MoDMR MoWCA Donor
	Orientation and information of planners, implementors/ schools	Meeting Briefing Guidelines	Meeting Briefing	Social group Electronic Print	Meeting Briefing		
	Information, orientation of children and community			Electronic Print	Consultation Meeting		
Address social norms	Advocate for funding and decisions, support, coordinate and expand	Meeting Briefing Orientation	Meeting Briefing				MoPME, TMED MoWCA

	girls' participation in STEM, sports and cultural activities	Guidelines					MoYS , MoCA MoI, Donor
	Orient and inform of implementors/ schools on girls' participation in STEM, sports and cultural activities	Meeting Briefing Orientation Guidelines	Meeting Briefing		Meeting Orientation	July 2023 July 2021	
	Inform and motivate community /girl students to participate in STEM, sports and cultural activities			Electronic Print	Briefing Meeting		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	MoWCA
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Planning Commission MoWCA NGOs
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting		Meeting Briefing Dialogues		

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	Inform/ orient and get feedback from community and beneficiaries			Print	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing Dialogues	Meeting Briefing Policy Dialogues		Meeting Consultation	June 2022 December 2022	IMED Cabinet Division
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing				
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	FGD, Meeting Briefing		

Main focus

Undertake advocacy to expand Secondary Stipend Programme and to expand girls' stipend programmes at higher level. Use appropriate communication channels to address discriminatory social norms by encouraging girls to enter STEM education and participate in sports and cultural activities. Through external and internal communication activities women/girls will be prepared to claim their rights, will be oriented on protection, leadership, self-respect, entrepreneurship, social support and risk mitigation. In addition, communication for advocacy and information will be undertaken for consolidating smaller programmes, gender-responsive programme design and strengthening gender-focused result monitoring.

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D.3.8 Ministry of Women and Children Affairs

Background

Ministry of Women and Children Affairs (MOWCA) is the nodal ministry to coordinate gender mainstreaming activities of the Government. It is mandated to implement various programmes for development of women and children aimed at empowerment of women, promoting gender equality and ending violence against women. Upholding of the rights of women and children; facilitation of employment opportunities through training and capacity building; coordination and monitoring of activities and policies of other ministries related to women's development through policy advocacy are the key functions of MOWCA. The programmes of MOWCA include capacity building of women, facilitation in labour market participation through skills enhancement, microfinance and entrepreneurship development support; upholding of rights of women through legal support and action against VAW. Child protection and development is also included its activities. MOWCA implements several SSPs and is one of the most important ministries to coordinate the child benefit programme and the women's benefit programme under the NSSS.

Objective of the Communication Action Plan

This action plan aims at supporting the MOWCA in planning and implementing appropriate and effective communication strategy with different stakeholders for advocacy, information, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs that benefit and empower women.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Child Benefit Programmes (CBP) Programmes for adolescents as part of school age programme Vulnerable Women's Benefit (VWB)	Advocate for funding, coordinate, consolidate, policy support, expand, and collaborate for stipend, support services, care for vulnerable children, women, adolescent, disabled and elderly	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	December 2023 January 2022	IMED, FD, GED, BBS MOHFW MOSW, LGD, HSD, MOLE, MDMR, MoEWOE, MEFWD, PKSF Donor
	Orient and inform implementors on the criteria and implementation of programmes	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform/ orient community/ beneficiaries about provisions, process, criteria and their roles			Electronic Print	Meeting Briefing		
Workplace Support	Advocate for funding, coordinate, consolidate, policy	Meeting Briefing	Policy dialogue Meeting		Policy dialogue Meeting	December 2023	MoPA, MOC, PMO, MoLE, MOI,

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and Childcare	support, expand, and collaborate for Childcare		Briefing		Briefing	July 2022	Donor MoPA, MoC, NGOs
	Orient and inform implementors on the criteria and implementation process of childcare	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform/ orient community/ beneficiaries about provisions, process, criteria and their roles in childcare			Electronic Print	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	MoWCA
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Planning Commission MoWCA NGOs
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting		Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print	FGD, Meeting Briefing		

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Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing Dialogues	Meeting Briefing Policy Dialogues		Meeting Consultation	June 2022 December 2022	IMED Cabinet Division
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing				
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	FGD, Meeting Briefing		

Main focus

To plan and implement communication activities including advocacy, information and orientation to introduce a consolidated child benefit programme and a vulnerable woman benefit programmes in collaboration with other ministries. Communication will also be undertaken to enhance women's ability to claim their rights, for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation through SSPs. In addition, advocacy and internal and external communication will be undertaken with stakeholders for consolidation of smaller programmes, gender-responsive programme design and strengthening gender-focused result monitoring.

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D.3.9 Finance Division

Background

The Finance Division (FD) is involved in macro-economic management, formulation and implementation of financial and monetary policies, formulation of budget, managing public finance and approval of budget of autonomous institutions. The Division formulates financial rules, manages benefits of the government servants and disburses funds to public sector institutions. Finance Division allocates budget for all ministries and has introduced gender responsive budgeting system. A report is prepared annually on the gender budget and FD also transfers allowances under SSPs though electronic system from the Government to the Persons (G2P).

Objective of the Communication Action Plan

This communication action plan will support the FD in undertaking appropriate and effective communication with the policy makers and implementers for advocacy, fund mobilization, information, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Government service pension	Arrange funding, coordination, and managing pension including use of G2P payment	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Briefing	Continuous	Donors MoPA, PMO MoC, MoI Private sector
	Orient and inform planners and implementors about process and their roles	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Information for incumbents about benefits and G2P payments	Meeting Briefing		Print Electronic	Electronic (Online)		
Livelihood support through SB, SDF	Arrange funding, coordinate, policy support, for services, for vulnerable women, adolescent, disabled addressing gender	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	June 2022 December 2022	All ministries SDF, SB Donor
	Provide guidelines, orient and inform SB, SDF on the gender focused programme implementation	Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Briefing		
Strengthen social security	Allocate fund for full digitization, coordination, and collaboration	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	CD, CMC, Relevant ministries

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management through digitization	Orient and inform planners implementors about the system	Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Briefing	January 2025	A2I ICTD
	Inform and orient community and beneficiaries on G2P			Electronic Print Social	Meeting Consultation		
Ensure timely support based on lifecycle needs	Allocate for lifecycle-based support, policy support, expansion, coordination, collaboration and services	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021 June 2022	CD, PMO CMC, Cluster, All relevant ministries, BBS Donor
	Orient and inform planners implementors	Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Briefing Meeting		
	Assess lifecycle-based needs; inform and orient beneficiaries			Electronic Print Social	Meeting Consultation		
Enhance budget for social security	Allocate for life cycle based SSP expansion, coordination, collaboration and consolidation	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Annual	CD, CMC, Donor, PMO, PL. Com Donor
	Orient and inform planners implementors	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
Strengthen capacity	Orient and train implementors on G2P, gender responsive budget (GRB) and GE results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	MoWCA
Gender-responsive programme design	Ensure SB, SDF and planners and implementors on mainstreaming GE for results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Planning Commission MoWCA NGOs
Strengthen gender-focused result monitoring	Allocate and support coordination for GE focused results monitoring by all including SB and SDF			Print Electronic	FGD, Meeting Briefing	June 2022	
	Develop system, inform, orient planners and implementors	Meeting Briefing Dialogues	Meeting Briefing Policy Dialogues		Meeting Consultation		IMED Cabinet Division
	Inform/ orient and get feedback from community and beneficiaries	Meeting Briefing Orientation Guidelines	Meeting Briefing				

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Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		
	Inform, and orient planners and implementors on roles in harmonizing programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	MoWCA

Main focus

To plan and undertake communication to improve the government pension system, design a feasible private pension scheme considering women's needs and allocation for the NSIS. Undertaking advocacy for enhancing budget to ensure timely lifecycle based SSPs. In addition, communication will be undertaken for enabling beneficiaries to claim their rights, supporting consolidation of smaller programmes, gender-responsive programme design with strengthened gender-focused result monitoring and coordination.

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D.3.10 Health Services Division

Background

The Ministry of Health and Family Welfare (MOHFW) operated through its two separate Divisions: a) Health Services Division (HSD); and b) Medical Education and Family Welfare Division (MEFWD). The HSD is responsible for improving public health by providing health care services for all; ensuring quality medicine; building, maintaining and expanding healthcare infrastructure; and ensuring proper distribution of human resources to ensure health services. It formulates and implements policies for health care, expansion of child and maternal care, vaccination and nutrition improvement and implements programmes in these areas. Some of the activities are still similar in the two divisions. The HSD, in particular, implements some unique SSPs.

Objective of the Communication Action Plan

This action plan supports the HSD in planning and undertaking appropriate and effective communication for the different section of stakeholders for advocacy, information, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs and also expanding effective health care for all.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Affordable healthcare for all	Advocate for funding, make policy, expand coordinate, and consolidate affordable health services for the poor	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Briefing	January 2024 December 2021	MOPA, PMO MOC, MOI Private sector Donor
	Inform, and orient implementors/health care institutions on services	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community on service provisions, contribution, benefits and process			Print Electronic	Electronic (Online)		
Affordable healthcare Insurance	Assess options for universal or contributory health insurance; advocate for funding, subsidy, rolling out and collaboration	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	June 2022 December 2022	All ministries SDF, SB Donor
	Orient and inform planners implementors about the system operation	Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Briefing Meeting		
	Inform, orient community and target group on service provisions and process			Electronic Print	Briefing Meeting		

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Adolescent healthcare	Assess needs and options; plan services; advocate for funding, subsidy, rolling out and collaboration for adolescent healthcare	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021 January 2025	CD, CMC, Relevant ministries A2I ICTD Donor
	Orient and inform planners implementors about the system operation	Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Briefing		
	Inform, orient community and target group on service provisions and process			Electronic Print Social	Meeting Consultation		
Healthcare services	Advocate for funds, expand healthcare for disability, old gage, pregnancy, paediatric care; and check-up services for returnee migrants and vulnerable groups	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021 June 2022	CD, PMO CMC, FD, Cluster, All relevant ministries, Donor
	Orient and inform planners implementors	Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Briefing		
	Assessment of lifecycle-based needs, Information and orientation for community and beneficiaries			Electronic Print Social	Meeting Consultation		
Enhance budget for social security	Policy support, Allocation for SSP expansion, coordination, and collaboration	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Annual	CD, CMC, Donor, PMO, PL. Com Donor
	Orientation and information of planners implementors	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group			
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs

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	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

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Main focus

To plan and undertake communication for advocacy, coordination and expansion of coverage of SSPs for maternity care, quality health services for poor and vulnerable community and ensure addressing lifecycle-based health needs. Communication will also be undertaken to integrate affordable health Insurance and maternity insurance system within the NSIS. Enable women in claiming their rights, for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation. In addition, advocacy and internal and external communication will be undertaken with stakeholders for consolidation of smaller programmes, gender-responsive programme design and strengthening gender-focused result monitoring.

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D.3.11 Medical Education and Family Welfare Division

Background

Medical Education and Family Welfare Division (MEFWD) under the Ministry of Health and Family Welfare (MOHFW) is responsible for the preparation and implementation of policies related to family planning and medical education of the country. IT also provides family planning services through health care institution and centres. The Division is also responsible for providing child and maternal health services; alternative medical care; procurement, storage and distribution of birth control materials. A major responsibility of this division is ensuring quality medical, dental, nursing, midwifery and alternative medical education to prepare human resources for the health sector. Pertinent health issues like reproductive health care and maternal mortality are also looked after by this Division.

Objectives of the Communication Action Plan

This action plan aims at supporting the MEFWD in planning and undertaking appropriate and effective communication for the different section of stakeholders for advocacy, information, orientation, planning and monitoring to ensure transparent and effective delivery of health education and reproductive health related SSPs and expand health education.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Healthcare education	Advocate for funds, make policy, coordinate, and expand health education in all disciplines including higher studies, care services, specialized health care	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021 Onwards	DHS FD Donor
	Inform, and orient implementors/health education institutions on courses and expansion	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient students on provisions and encourage girls to enter in diversified disciplines	Briefing		Electronic Print	Briefing		
Nutrition and maternal health care for poor	Advocate for funds, make policy, coordinate, and expand nutrition and reproductive health care for all poor women and expand maternal health voucher scheme	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	HSD, FD, LGD, NGOs MoCA, MoSW, MoDMR Other Ministries Donor
	Inform, and orient implementors/health service providers for expansion of services	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		

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	Inform, orient poor women about provisions, criteria and encourage to access services			Electronic Print Social	Briefing		
Adolescent healthcare	Advocate for funds, make policy, coordinate, assess needs and expand reproductive healthcare and specific services for adolescents	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	FD, LGD HSD, MoWCA Pl. Com Donor
	Inform, and orient implementors/health education institutions on courses and expansion	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community and adolescents on provisions and encourage them to access services			Electronic Print	Briefing Meeting FGD		
Maternity insurance	Advocate for subsidy, rolling out and collaboration with FID to incorporate maternity insurance in the NSIS	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	MoHFW FID, FD Donor
	Inform, and orient implementors on operation, process and expansion	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient Community/ target group on maternity insurance n provisions, condition and motivate to enrol			Electronic Print	Briefing Meeting FGD		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			Dec 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and target group on process, benefits and how to access services			Print Electronic	Meeting Briefing Orientation		

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Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

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Main focus

Plan and implement communication strategy to assess needs and supply adequate number of trained and professional health service personnel, expansion of coverage of maternity health and reproductive health care. Appropriate communication channels will be used to expand the coverage of midwifery education; use of midwifery and care; expand adolescent reproductive health care services; and to incorporate maternity insurance in the NSIS. In addition, communication will be undertaken for advocacy, consolidation of smaller programmes, enhancing women's ability for claiming their rights, self-protection, leadership, self-respect, entrepreneurship, social support, and risk mitigation. Communication will also be undertaken for gender-responsive programme design; and strengthening gender-focused results monitoring.

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D.3.12 Local Government Division

Background

Local Government Division (LGD) under the ministry of Local Government Rural development and Cooperatives (MOLGRDC) is responsible for enacting laws, promulgating rules and policies, and managing all matters relating to all local government institutions. It is also responsible for enhancing local governance and socio-economic development of the people, both in urban and rural areas. LGD is responsible construction, development and management of infrastructure in rural and urban areas as well as for small scale water management structures including roads, bridges/culverts, growth centres, markets, water supply and sanitation, public toilets through its agencies and the local government institutions (LGIs). Ensuring supply of water, sanitation and sewerage facilities in rural and urban areas also fall within the responsibilities of the Division. Through these infrastructures' employment opportunities are created to support for livelihood and economic emancipation of the poor women and men. LGD implements many SSPs including work fare, and wage or self-employment. LGD through the LGIs supports rolling out the SSPs of other ministries in the field. LGD is also responsible for civil registration of birth and deaths, which is crucial for SSPs.

Objectives of the Communication Action Plan

This action plan aims at supporting the LGD in planning and undertaking appropriate and effective communication for the different section of stakeholders for advocacy, information, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs at the local level involving the LGIs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Consolidate and strengthen workfare programmes	Advocate for funding, make policy, coordinate, to consolidate, merge and expand workfare programmes with GE and empowerment elements	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	December 2021	LGD, LGED, MoDMR MoF MoWCA MoYS MoFL MoRDC Donor
	Inform, and orient implementors of LGD, LGED, MODMR on implementation and monitoring of new consolidated plan	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women and community on service provisions and process and their role			Electronic Print	Briefing Orientation		
Workplace childcare	Advocate for funding, make policy, coordinate, and expand workplace childcare at municipal level, at workfare programme sites	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	December 2022	MoWCA FD, City Corporation,

	Inform, and orient implementors of LGD, LGED, City Corporation, implementation and monitoring of new consolidated plan	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		Municipalities Donor
	Inform, orient women and community on service provisions and process and their role			Electronic Print	Briefing Orientation		
Reach urban women	Coordinate study, identify needs, advocate for funds, design and deliver programme for urban poor women	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		MoF Cabinet Division Donor Other ministries
	Inform, and orient implementors of LGD, LGED, City Corporation on implementation and monitoring of the plan	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient urban women and community on service provisions and process and their role in accessing SSP			Electronic Print	Briefing Orientation		
Scale up graduation programme like SWAPNO project	Advocate for funding, make policy, coordinate, to consolidate, link, merge and expand programmes with GE and empowerment elements like SWAPNO	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2022	MoF Donor
	Inform, and orient implementors of LGD, LGED, MODMR on implementation and monitoring of the plan	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women and community on service provisions and process and their role			Electronic Print	Briefing Orientation		
Support for targeting	Make policy, coordinate, to develop a database disaggregated by sex, age, disability, income, location of deserving SSP candidates	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	LGIs Donor
	Inform and community for birth and death registration, eligibility criteria and ways to access different SSPs and the list of all SSP recipients			Printed Electronic Public meeting	Meeting briefing		
Address grievances	Inform and orient implementors at all levels	Meeting Briefing	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs

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	about the grievance redress process and their roles	Orientation Guidelines					
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	

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	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main focus

To communicate for coordination and consolidation of all workfare programmes, rolling out SSPs in urban areas and provide disaster preparedness, relief and recovery services together with the MoDMR. Appropriate communication channels will be used to strengthen the empowerment approach into the workfare programmes, creating workplace childcare facilities, and to enhance ability of women for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation. In addition, advocacy, and coordination will be undertaken for consolidation of smaller programmes, gender-responsive programme design and strengthening gender-focused result monitoring.

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D.3.13 Rural Development and Co-operatives Division

Background

The Rural Development and Co-operatives Division (RDCD) under the MOLGRDC formulates and implements acts and rules for cooperative societies and formal and informal groups for the socio-economic development of rural people including youth and women. RDCD implements comprehensive rural development programmes that include a range of activities like employment generation, skills development, awareness raising, and micro and agricultural credit services for productive employment generation. RDCD also undertakes research to develop new models of rural development, poverty reduction and social security. Facilitating micro-saving, cooperative banking, and building small and cottage industries on cooperative basis are also included. RDCD implements the one of the large social security programmes "My House, My Farm" where women constitute 60% of the beneficiaries for self- employment.

Objectives of the Communication Action Plan

This action plan aims at supporting the RDCD to plan and implement appropriate and effective communication activities for the different section of stakeholders for advocacy, information, orientation, consolidation, planning and monitoring of rural development activities and SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Scale up 'My House, My Farm' Programme	Advocate for funding, coordinate and expand 'My House, My Farm' programmes with GE and empowerment elements	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		FD Line agencies for service delivery Donor
	Inform, and orient implementors on GE focused implementation and monitoring the programme	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women and community on service provisions and process and their role			Electronic Print	Meeting Briefing		
Financial inclusion of the poor	Advocate for funding, coordinate and expand financial services through the agencies with empowerment elements	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		FD, FID Donor
	Orient and inform implementers on operation and GE focused monitoring	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community and beneficiaries on services, local service providers and their roles			Electronic Print	Meeting Briefing		

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Social capital building	Advocate for funding, coordinate, collaborate and expand services and link with other service providers	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		MoHFW MoPME, MoYS MoFL, ICTD, NGOs,
	Orient and inform implementers on operation and linking beneficiaries with other service providers	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient and introduce community and beneficiaries with other providers			Electronic Print	Meeting Briefing		
Service for remote-areas and excluded communities	Advocate for funding; policy support; coordinate, collaborate and expand livelihood and empowering services in remote areas like chars, haors, hills, and for minority and ethnic groups	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		LGD PMO MoCHTA Donor
	Orient and inform implementers on operation, services and other providers	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient and introduce community and women about services and their roles			Electronic Print	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA

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	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main focus

Communication activities will be undertaken to advocate for scaling up 'My House, My Farm' programme incorporating empowerment and graduation approach, expanding simplified financial inclusion activities for poor women and to support beneficiaries in social capital building. Communication will also be undertaken for enhancing the ability of women in demanding SS support and also to prepare them for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation. In addition, communication will eb undertaken for consolidation of smaller programmes, gender-responsive programme design and strengthening gender-focused result monitoring.

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D.3.14 Ministry of Labour and Employment

Background

Ministry of Labour and Employment (MOLE) is responsible for formulating and implementing labour related laws including for ensuring occupational health and safety and eliminating of child labour. MOLE undertakes education and training programmes to develop skilled human resources. It identifies scope of employment, and ensures welfare and social security of the labourers. Registration of trade unions, resolving labour conflicts and fixing and implementing minimum wages are also among its responsibilities. The MOLE is also responsible to ensure congenial work environment for women ensuring health, maternity and childcare as per the labour laws.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MOLE in planning and undertaking communication using different channels for the different section of stakeholders for advocacy, information, orientation, planning and monitoring to ensure transparent and effective delivery of services at the workplace and SSPs to uphold labour rights and congenial work environment.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Initiate social insurance scheme	Assess options for contributory maternity and unemployment insurance with FID; plan, advocate for funding, subsidy, CSR use, rolling out and collaboration	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	December 2022	MoF FID MoC Donor
	Orient and inform planners implementors about the system operation	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient target group on service provisions, contribution, benefits, and process	Electronic	Print	Meeting	Briefing		
Childcare at workplace	Make policy, guide private sector/ sector corporations to expand workplace childcare at programme sites	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	December 2023	MoF MoI FID MoC MoWCA BEZA, BEPZA, BSCIC Sector Corporations
	Inform, and orient implementors, Corporations on implementation and monitoring of no and quality of childcare	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women and workers on service provisions and process and their role			Electronic Print	Meeting Briefing		

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Occupational health, safety and shelter services	Make policy, guide private sector/ sector corporations/economic zones to ensure occupational health and safety provisions, safety and childcare	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	December 2022 onwards	Private Sector, BEZA, BEPZA, MoF, PMO, FID, BB MoWCA, MoI, MoC, CSOs
	Orient and inform implementers on operation, inspection, supervisions and GE focused monitoring	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community and beneficiaries on services and their own roles			Electronic Print	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED

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result monitoring	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main focus

Communication will be undertaken to negotiate introduction of unemployment insurance within the NSIS, ensure childcare, housing services, and occupational health and safety services at the workplace. Through appropriate communication, women's capacity will be enhanced to claim their rights, for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation. In addition, through communication and advocacy, smaller programmes will be consolidated, coordination with other ministries will be strengthened, and gender-responsive programme design and gender-focused result monitoring will be introduced.

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D.3.15 Ministry of Expatriates' Welfare and Overseas Employment

Background

The Ministry of Expatriates' Welfare and Overseas Employment (MOEWOE) is responsible to ensure the overall welfare and to protect the rights of migrant workers. It is also responsible for skills development of potential and aspirant migrant workers. The Ministry is working for facilitating their overseas employment to reduce unemployment in the country and to foster economic growth. Providing comprehensive training, modernizing the overall training system in order to create a skilled labour force as per the demand of the foreign labour market and expand new labour market by finding scope for overseas employment are also among the Ministry's functions. The number of women migrant workers is increasing, and their families have benefited economically and socially. The Social security programmes of the Ministry include skills development, providing legal and other necessary support to the stranded and abused women migrant workers, extending financial assistance to the families of the deceased workers, providing scholarships to the children of migrant workers and undertaking reintegration and rehabilitation programmes for the returnee migrant workers.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MEFWD in planning and undertaking appropriate and effective communication for the different section of stakeholders for advocacy, information, orientation, planning and monitoring to ensure transparent and effective delivery of health education and reproductive health related SSPs and expand health education.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Strengthen social allowance for migrant workers and their families	Advocate for funding, coordinate, consolidate, policy support, expand, and collaborate for social allowance, support, stipend, for migrant workers' and their families	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	FD, NGOs
	Orient and inform implementors on the criteria, process and implementation of programmes	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform/ orient community/ beneficiaries about provisions, process, criteria and their roles			Electronic Print	Meeting Briefing		
Mandatory Insurance coverage for	Advocate for subsidy, rolling out and collaborate with FID to roll out compulsory	Meeting Briefing	Policy dialogue Meeting		Policy dialogue	Dec 2020	FD FID

all migrant workers	insurance for the migrants and include in the NSIS		Briefing		Meeting Briefing		
	Orient and inform planners implementors about the system operation	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient Community/ target group on compulsory insurance for the migrants, provisions, contribution, criteria and their role			Electronic Print	Meeting Briefing		
Facilitate safe, orderly and responsible labour migration	Advocate for policy support, coordination, and collaboration for services	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021	MoFA FD FID MoIC ICTD MoWCA LGD NGOs Recruiting agencies
	Orient and inform recruiters, implementors about the system operation and monitor	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community/ target group on compulsory insurance, safe migration and their role			Electronic Print Social media	Meeting Briefing		
Support to women victims abroad	Advocate for fund, policy, inter-ministerial support /collaboration for shelter, repatriation, legal support to the victim migrants	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	MoFA LJD SSD, PSD MoHFW, MoWCA MoSW
	Orient and inform implementors about the system operation, monitoring and pre departure orientation	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient migrants in compulsory predeparture training, on criteria and their role			Electronic Print	Meeting Briefing		
Support for returnee migrants, rehabilitation reintegration	Advocate for fund, policy, inter-ministerial support /collaboration for shelter, recovery, reintegration, legal support to returnee migrants	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	MoFA, MoSW, MoWCA, HSD, SSD, LJD, FD FID, NGOs
	Orient and inform implementors about the system operation, returnee support and monitoring	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		

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	Inform, orient returnee migrants on provisions, in training, opportunity, criteria and their role			Electronic Print	Meeting Briefing		
Enhance skills and obtain international standards and accreditation	Advocate, coordinate for collaboration and policy support for international standards and accreditation	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Dec 2020	TMED MoYS MoWCA MoF MoFA BITAC
	Orientation and information of implementers	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Information, orientation of community and beneficiaries	Electronic	Print	Meeting	Briefing		
Address Grievance	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA

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	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

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Main focus

Communication will be undertaken to expand coverage of the SSPs for migrant workers and their families. Advocacy will be done to introduce mandatory insurance coverage for all migrant workers and skills enhancement including international standard and accreditation. Different communication channels will be used for promotion of safe migration, rescue, repatriation, rehabilitation and legal support to victims of violence and harassment. Communication activities will be undertaken to orient migrant women to demand services, protection, and develop their ability for leadership, entrepreneurship, social support and risk mitigation. In addition, consolidation of programmes, digitized single registry MIS, G2P payment, gender-responsive programme design and strengthening of gender-focused result monitoring will also require communication with stakeholders.

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D.3.16 Ministry of Youth and Sports

Background

The Ministry of Youth and Sports (MOYS) has the responsibility to support the youth to become skilled human resources and integrate them into mainstream economic and social development through providing training, finance and development-oriented activities. MOYs helps the youth for self-employment and entrepreneurship and encourage their voluntary participation in development activities to accelerate youth empowerment. To ensure social security of the young generation, MOYS promotes youth participation in sports and identifies sports talents, develops skilled athletes, organizes sports events and ensures participation of the talented ones at the national and international level. MOYS helps challenging gender discriminatory social norms, motivating community and fostering positive image of women by encouraging their participation in non-traditional areas like sports. It also creates women's economic opportunities through promoting scope of non-traditional employment.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MOYS in prepare and implement its own communication plan to encourage and create demand from the community on SSPs for youth and to provide support the young men and women for development and economic participation through advocacy, information, orientation, planning and monitoring with relevant stakeholders.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Expansion of National Service Programme	Advocate for funding, coordinate, expand, coverage of National Service for young men and women	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		MoF Other agencies
	Orient and inform implementors on the criteria and implementation of programmes	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform/ orient community/ beneficiaries about provisions, process, criteria and their roles			Electronic Print	Meeting Briefing		
Skills development programmes for young men and women	Advocate for funding, coordinate, expand, coverage of diversified skills development and disaster preparedness service for young men and women	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		TMED MoWCA MoFL RDCD MoDMR
	Orient and inform implementors on the criteria and implementation of programmes	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		

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	Inform, orient community/ youth about options, process, provisions, criteria, services and their roles			Electronic Print Social group	Meeting Briefing		
Sports for challenging social norms	Advocate for funding and policy support; collaborate, coordinate, and expand sports and cultural activities for girls	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		MoPME, MoE TMED, SHED
	Orient and inform implementors/ education institutions on girls' participation in sports	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient girls/ community to encourage girls' participation in sports			Electronic Print	Meeting Briefing		
Support to distressed players	Advocate for funding for expansion of financial support for distressed players including females	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		FD
	Orient and inform implementors on operation	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient girls/ community on provisions and criteria			Electronic Print	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			Decembe r 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientati on		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientati on	Beginnin g July 2021	Cluster, Other Ministri es, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientati on		
Gender-responsive programm e design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA

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		Guidelines					
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main focus

MOYS will advocate and act to enhance the coverage of skills training programmes, National Service Programme and sports for the young men and women. MOYs will target the community and educational institutions to encourage girls' participation in sports for challenging social norms. The communication actions will enhance capacity of women in leadership, protection, self-respect, entrepreneurship, social support and risk mitigation. Communication will also facilitate gender-responsive programme design, consolidation of smaller programmes and strengthening of gender-focused result monitoring using sex-disaggregated data. The target groups will also be informed about G2P payment.

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D.3.17 Ministry of Liberation War Affairs

Background

The Ministry of Liberation War Affairs (MOLWA) is responsible for preparing the list of freedom fighters; formulating and implementing acts, rules and guidelines related to rights and benefits of the freedom fighters; preserving history and memories of the liberation war; and developing new infrastructure as memorial of the war and upholding the glory of the freedom fighters. A major responsibility is to identify and completion of the list of female freedom fighters and ensure their welfare.

Objective of the Advocacy and Communication Action Plan

This action plan will help MOLWA in planning and undertaking appropriate and effective communication for the identification of unknown freedom fighters, discover their contribution, ensure wellbeing of all freedom fighters and preserving the history of the liberation war by communicating with different section of stakeholders for advocacy, information, orientation, planning and monitoring for effective delivery of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Continue Freedom Fighters Benefit Programme	Advocate for funding for expansion of financial support for freedom fighters and their families, allowance and ration for female freedom fighters, health care and shelter for freedom fighters including all females	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		MoF LGD, CD MoHPW RDCD HSWD MEFWD
	Orient and inform implementors on benefits, services and operation	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient freedom fighters on all provisions and G2P system; criteria for skills development for girls of freedom fighters' families			Electronic Print Social	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		

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Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient freedom fighters and families on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient freedom fighters' families about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from beneficiaries			Print Electronic	FGD, Meeting Briefing		

Main focus

To communicate with diversified groups of stakeholders to identify and support all female freedom fighters, and support all freedom fighters. Support and develop capacity of the girls of the freedom fighter families for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation will be facilitated through effective communication. In addition, gender-responsive programme design will be ensured and gender-focused result monitoring will be strengthened. Communication will also help effective implementation of G2P payments for freedom fighters and their families.

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D.3.18 Ministry of Chattogram Hill Tract Affairs

Background

The Ministry of Chattogram Hill Tracts Affairs (MOCHTA) is responsible for the socio-economic development of the people of the three districts in the Chattogram Hill Tracts (CHT) Region. It is also responsible to uphold the culture, tradition and language of tribal/non-tribal people living in the CHT region. MOCHTA supports the Council Committees in implementing development activities in CHT and coordinates the SSPs, relief, rehabilitation in the area. Any crisis situations arising from calamities and conflict in the CHT areas is also dealt by MOTCHA. Development of biodiversity and eco-friendly tourism in CHT is also within its mandate.

Objective of the Advocacy and Communication Action Plan

This action plan aims at supporting the MOCHTA in planning and undertaking appropriate and effective communication with the different section of stakeholders in creation of demand for SSPs and undertake advocacy, information, orientation, planning and monitoring to strengthen the supply side to ensure effective delivery of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Strengthen food security in CHT	Advocate for funds, and policy support for expansion of food security in CHT and gradual conversion of food to cash transfer	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		FD MoF MoDMR CHTRC 3 CHTDCs
	Orient and inform staff/LGI/ implementors and distributors about process and monitoring	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community and beneficiaries on food services and conversion to cash and its process			Electronic Print	Meeting Briefing		
Vulnerable women's benefit programme in CHT	Advocate for funds, to expand coverage of vulnerable women in benefits, policy support to include women of CHT in mainstream SSPs and collaborate for services	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		MoF MoSW MoWCA MoDMR RDCD
	Orient and inform staff/LGI/ implementors about process and monitoring	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		

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	Inform, orient community and target group on services, options, process and their role			Electronic Print	Meeting Briefing		
Expansion of health services	Advocate for funding, expand, coordinate, and consolidate affordable health services for the poor women in CHT	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		MoHFW LGD
	Inform, and orient implementors/health care institutions on services	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community on service provisions, benefits and process			Electronic Print	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA

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result monitoring	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		GED
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main focus

This action plan is to develop plan and undertake communication in ensuring food security and other SSPs in the CHT region. Communication will be undertaken to incorporate services for women in CHT in the vulnerable Women Benefit Programme, informing community about their rights and the grievance redress mechanism. Community wellbeing and capacity of women for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation will also be enhanced through different effective communication channels. In addition, gender-responsive programme design and gender-focused result monitoring, and consolidation of smaller Programmes incorporating empowering elements will be ensured through communication

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D.3.19 Ministry of Fisheries and Livestock

Background

Ministry of Fisheries and Livestock (MOFL) Plays important role in ensuring food and nutrition security and reducing poverty. MOFL implements programmes for livestock and fisheries related livelihood support and for increasing production of fish, meat, milk and egg for attaining self-sufficiency in protein food. Animal nutrition, disease control, quality fish, dairy and poultry supply for food security are also MOFL's mandate. Many of the programmes ensure social security of the poor and women by ensuring training, credit and technical support for employment. MOFL contributes in national nutrition and export as well.

Objective of the Advocacy and Communication Action Plan

This action plan will support MOFL to design its own communication strategy and use of appropriate and effective communication for the different section of stakeholders, which will enable the target groups claiming their rights of SSPs and enable the providers to design supply side interventions according to the needs of the target groups.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Protection and adaptive livelihood support for women in fisheries communities	Advocate for funding and listing; coordinate and collaborate to expand skills and livelihood support, climate adaptability for women of fisheries community and empower them	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	MDMR MoYS NGOs FID
	Inform, and orient implementors on GE focused implementation and monitoring the programmes	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women and community on skills, service provisions, process and their role			Electronic Print Social group	Meeting Briefing		
Livelihood support for women in livestock sector	Advocate for funding and listing; coordinate and collaborate to expand skills and livelihood support, climate adaptability for women in livestock and poultry and empower them	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	FID MDMR MoYS NGOs
	Inform, and orient implementors on GE focused implementation and monitoring the programmes	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		

	Inform, orient women and community on skills, service provisions, process and their role			Electronic Print	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	Dec 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2021	

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		Guidelines					
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main focus

Undertake communication for providing climate adaptive livelihood support and social security of the poor and women through engaging them in livestock and fisheries related livelihood programmes. Information and orientation on provision of SSPs for the poor fishermen communities, disaster-preparedness, disease prevention for the livestock and fisheries etc. will require communication. Women's capacity for protection, leadership, self-respect, social support, entrepreneurship, and risk mitigation will be enhanced through communication. In addition, advocacy and information sharing will be done for gender-responsive programme design, gender-focused result monitoring.

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D.3.20 Ministry of Land

Background

The Ministry of Land (MOL) administers land related matters including the preservation of land rights and ownership. It also manages Khas (Government) lands, vested and abandoned properties, Jal Mahal, Sand Mahal, Stone Mahal, and Shrimp Mahal. MOL also undertakes land reform, land use policies and land distribution. MOL operates small SSPs for providing homestead and agricultural land to landless families, especially in the names of both spouses.

Objective of the Advocacy and Communication Action Plan

This action plan will support MOL in planning and undertaking appropriate and effective communication for with different section of stakeholders for advocacy, information, orientation, planning and monitoring of land related matters including transparent and effective delivery of land and housing related SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Scale up programmes for landless people	Advocate for funding consolidation, policy support, coordination, expansion and collaboration for land allocation, shelter and services for beneficiaries	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	FD, LGD, MoDMR, MoHFWPA
	Orient and inform implementers on operation, services, GE mainstreaming and monitoring	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient community and beneficiaries on their roles and benefits			Electronic Print	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			Beginning July 2020	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient /inform implementors on GE mainstreaming and roles in	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs

	GE focused SSP planning and monitoring						
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main Focus

Communication will be undertaken to expand the programmes for the landless poor women. Advocacy, information and other appropriate communication methodology will be used to enhance capacity of women to claim their rights and for developing capacity for leadership, self-respect, entrepreneurship, social support and risk mitigation. In addition, gender-responsive programme design, gender-focused result monitoring, consolidation of smaller programmes, orientation on G2P payments will be undertaken through various communication channels.

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D.3.21 Ministry of Agriculture

Background

Ministry of Agriculture (MOA) plays a critical role in ensuring food security of the country and providing employment of the largest segment of population. Agriculture directly contributes towards, poverty reduction, livelihood support and economic growth. The MOA works for the development of agricultural production, crop diversification, marketing, extension and training. In addition, MOA works for standardization, certification, preservation and distribution of quality seeds; rehabilitation; collection, distribution, innovation, procurement and management of agricultural inputs and machinery; and minor irrigation programmes. MOA supports dissemination of climate adaptive agricultural technology and support rehabilitation in case of disasters. Women constitute a large share of agricultural labour force and entrepreneurs.

Objective of the Advocacy and Communication Action Plan

This action plan supports MOA in planning and undertaking appropriate and effective communication with the different section of stakeholders for information, orientation, planning, expansion of SSPs in the agriculture sector by ensuring that the target groups can claim social security and that the appropriate support could be ensured from the supply side.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Labour and livelihood intervention	Advocate for funds, coordinate, collaborate and expand skills and livelihood support, training, finance for women in agriculture and empower them	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	January 2021 Continue	MoRDC NGOs
	Inform, and orient implementors on GE focused implementation and monitoring agriculture	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women on agriculture. skills, extension service provisions, their role and disaster preparedness			Electronic Print	Meeting Briefing		
Food security/ disaster response	Advocate for funds, coordinate, collaborate and expand skills on disaster preparedness, adaptive livelihood and	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Post disaster Continuous	MoDMR NGOs

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	recovery for women in agriculture and empower them						
	Inform, and orient implementors on GE focused implementation and monitoring climate change impact and adaptive agriculture	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women on agriculture. skills, their role in disaster preparedness, recovery, support etc.			Electronic Print	Meeting Briefing		
Address Grievance	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021 Continuous	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		

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	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services	Meeting Briefing	Meeting Briefing		Meeting Briefing	July 2021	CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation		
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main focus

Communication activities will be undertaken to strengthen and consolidate programmes in agriculture sector for ensuring food availability and nutrition in the country. Capacity of women for leadership, adaptation, self-respect, entrepreneurship, social support and risk mitigation will be enhanced through using appropriate communication channels. In addition, gender-responsive programme design, gender-focused result monitoring using sex-disaggregated data and consolidation of smaller programmes will be supported through Communication.

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D.3.22 Ministry of Cultural Affairs

Background

The Ministry of Cultural Affairs (MOCA) is responsible for preserving, and nourishing the cultural heritage, and anthropological artefacts of the Liberation War and contemporary period. Its responsibilities also include preservation of archaeological heritage sites, promoting national culture and creative works, developing libraries and archives; celebrating nationally important days, cultural exchange and cultural cooperation in the international arena. MOCA operates SSPs for the economically disadvantaged persons involved in art and culture. MOCA has an important role in motivating community and promoting positive image of women and breaking discriminatory social norms through cultural activities.

Objective of the Advocacy and Communication Action Plan

This action plan supports the MOCA in planning and undertaking appropriate and effective communication for advocacy, information, orientation, to ensure transparent and effective delivery of SSPs and challenging social norms.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time frame	Support
		Organizational		Mass Communication	Interpersonal		
		Intra	Inter				
Challenging social norms	Advocate for funds, coordinate, collaborate and expand programmes for participation of women in cultural activities, teams and competitions	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	June 2022 Onwards	MOI TMED SHED MOPME MOWCA MOSW
	Inform/ orient implementors to ensure girls/ women participation in cultural team, competition and events	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women/girls to participate and manage cultural programmes/events and competitions			Electronic Print	Meeting Briefing		
Social allowance/ support for cultural personalities	Advocate for funding for expansion of financial support for disadvantaged cultural personalities including women	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	
	Orient and inform implementors on benefits, services and operation	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient cultural personalities on all				Meeting Briefing		

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	provisions, criteria and G2P system						
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

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Main Focus

Communication will be undertaken to increase participation of girls/women in cultural activities and in challenging discriminatory social norms through cultural activities. Appropriate communication channels will be used to enhance women's capacity for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation. Communication will also support for gender-responsive programme design and gender-focused result monitoring using sex-disaggregated data.

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D.3.23 Ministry of Industries

Background

The Ministry of Industries (MOI) is responsible for the development of industrial sector in the country through formulation and implementation of policies that for ensure environment-friendly industrialization. MOI also supports improvement of skills, craftmanship, and productivity of men and women for employment and income. Development of entrepreneurship, and facilitation of employment through development of cottage, small and medium enterprises and in the state managed industries are major responsibilities of the MOI. These industries create employment opportunities for women and men where ensuring social security support is essential.

Objective of the Advocacy and Communication Action Plan

This action plan will help MOI to plan and undertake appropriate and effective communication with the various stakeholders for advocacy, information, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs for the industrial workers and the unemployed population of the country.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Improve skills and productivity for social empowerment	Advocate for funds, coordinate, collaborate and expand skills and knowledge on labour laws, training, finance for women in nonfarm manufacturing and services sector	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	BSCIC, SMEF SCITI FD
	Orient and inform implementors on benefits, services and operation	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women and community about options, provisions and criteria entrepreneurship, finance, skills development for girls' and women			Electronic Print	Meeting Briefing		
Childcare at workplace	Make policy, guide private sector/ sector corporations to expand workplace childcare at programme sites	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Dec 2022 onwards	FD Sector corporations Private industries
	Inform, and orient implementors, Corporations on implementation and	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		

	monitoring of no and quality of childcare						
	Inform, orient women and workers on service provisions and process and their role			Electronic Print	Meeting Briefing		
Vulnerable women benefit	Advocacy for funding consolidation, policy support, coordination, expansion and collaboration for services in the VWB	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Dec 2021	Private Sector, MoF, PMO, FID, BB
	Orientation and information of implementers about VWB	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Information, orientation of community/ beneficiaries about the VWB and their roles and benefits			Electronic Print	Meeting Briefing		
Initiate unemployment insurance scheme	Assess options for contributory maternity and unemployment insurance with FID; advocate for funding, subsidy, inclusion of sector corporations, CSR use for private sector, plan, collaboration and rolling out and inclusion in NSIS	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Dec 2021	MoF, MoC MoF, MoC
	Orient and inform planners implementors about the system operation and benefits	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient target group on provisions, contribution, benefits, and process	Electronic	Print	Meeting	Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in	Meeting Briefing	Meeting Briefing	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministrie

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	GE focused SSP planning and monitoring	Orientation Guidelines	Orientation				s, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

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Main Focus

This action plan will support to communicate for improving skills and productivity of women for social empowerment and enhance their capacity for leadership, self-employment, entrepreneurship, social support and risk mitigation through SSPs. Advocacy, information and communication will be undertaken for incorporating health, unemployment and maternity insurance in NSIS; developing support facilities like shelter, day care and breast-feeding areas in industrial areas; and childcare facilities in corporations. In addition, gender-responsive programme design, gender-focused result monitoring using sex-disaggregated data and consolidation of smaller programmes will be done through appropriate communication Channels.

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D.3.24 Ministry of Water Resources

Background

The Ministry of Water Resources (MOWR) is responsible for formulation and implementation of policies and programmes for water management including flood control, mitigation of water logging, irrigation, improvement of drainage system, protection from river erosion and prevention of salinity and water stress. MOWR also provides flood forecasting and warning; performs flood control and water management; constructs water control infrastructures like embankments and barrages for flood control; maintains river basin; rehabilitates water management infrastructures damaged by floods and disasters; and develops water resources. Trans-boundary river management by Joint River Commission is also the responsibility of MOWR. Activities of MOWR including for land conservation and reclamation, drainage, water logging management, integrated development of haor and wetlands, water reservoirs, and protection from erosion are activities that support agriculture, food security, livelihood and survival. Therefore, MOWR is major stake holder for survival, livelihood and protection of public and private assets including that of the poor, women and children. MOWR implements SSPs for erosion/flood affected and landless people.

Objective of the Advocacy and Communication Action Plan

This action plan will support MOWR in undertaking appropriate and effective communication with the different section of stakeholders for advocacy, information, orientation, planning and monitoring of SSPs that will support livelihood rehabilitation and protection from water related stress and natural calamities.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organizational		Mass Communication	Interpersonal		
		Intra	Inter				
Labour and livelihood intervention	Advocate for funds, coordinate, collaborate and expand skills and livelihood support, training, work in construction with equal wage, training, disaster preparedness capacity, livelihood support for women in water sector and empower them	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	RDCD, MOWCA, FD, LGD
	Inform, and orient implementors on GE focused implementation and monitoring of water management and livelihood	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		

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	Inform, orient women on water management, skills, extension service, wage, their role and disaster preparedness	Electronic	Print	Meeting	Briefing		
Disaster rehabilitation and livelihood restoration	Advocate for funds, coordinate, collaborate and expand skills on disaster preparedness, adaptive livelihood and recovery for women from disaster	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous and after disaster	MODMR, LGD, RDCD, MOYS, MOWCA
	Inform, and orient implementors on GE focused implementation and monitoring climate change impact and adaptive livelihood	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women on their role in disaster preparedness, and recovery	Electronic	Print	Meeting	Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA

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	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main Focus

Communication will be undertaken to ensure disaster resilience, rehabilitation and livelihood support for women through water management. Communication with different stakeholders will support enhancing capacity of women for leadership, climate adaptability, protection, social support and risk mitigation. In addition, various communication channels will eb used to ensure gender-responsive programme design, gender-focused result monitoring using sex-disaggregated data and consolidation of smaller programmes.

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D.3.25 Prime Minister's Office

Background

The Prime Minister's Office (PMO) assists the Honourable Prime Minister on political, administrative, parliamentary affairs and other related duties and responsibilities. PMO liaises with international organizations and execute treaties and agreements with different countries and international organizations related to its functions. PMO implements special programmes for the socio-economic development of the small ethnic community living in the plain lands. PMO also implements SSPs for the rehabilitation of the poor landless and vulnerable families. The PMO coordinates with and guides the NGOs regarding their activities through the NGO Affairs Bureau. NGO activities are often for poverty reduction, social security and empowerment of women. PMO is also responsible for coordinating matters relating to Bangladesh Investment Development Authority, export processing zones, economic zones and public-private partnership.

Objective of the Advocacy and Communication Action Plan

This action plan will support the PMO in planning and undertaking appropriate and effective communication with different stakeholders including NGOs for planning and implementing SSPs in a transparent and effective manner to ensure social security of the poor, ethnic community, landless and other vulnerable groups.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Programmes for the poor, women of special areas, and plain land minority groups	Advocate for funding, coordinate for consolidation, policy support, expansion and collaboration for services for plain land minority groups	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	NGOs NGOAB
	Orient and inform implementers on operation, GE mainstreaming and monitoring	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform/orient community and target groups on process and benefits and their roles	Electronic	Print	Meeting	Briefing		

Shelter for disaster-affected	Advocate for funding consolidation, policy support, coordination, expansion and collaboration for services in Ashrayon beneficiaries	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	MOL MOHPW NGOs
	Orientation and information of implementers serving Asrayan on services	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform/ orient community and beneficiaries on their roles and benefits	Electronic	Print	Meeting	Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		

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Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main Focus

Communication will be undertaken with stakeholders to provide support for the education of the children and socio-economic development of women of ethnic minority groups of the plain land. Communication will facilitate transparent selection of landless women for shelter support through Ashrayan projects. Appropriate communication will support vulnerable women to develop capacity for protection, leadership, self-employment, social support and risk mitigation. Gender-responsive programme design, gender-focused result monitoring using sex-disaggregated data and consolidation of smaller programmes will be ensured as well as payments will be guaranteed through G2P system by undertaking appropriate communication with the stakeholders.

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D.3.26 Ministry of Housing and Public Works

Background

The Ministry of Housing and Public Works (MOHPW) prepares policies, laws, codes of planned housing sector and public buildings. It also ensures planned urbanization, proper use of land, develop accommodation for the government officers and staff. A major responsibility is the management of land and abandoned property and to ensure housing facilities for the low-income groups of urban areas. MOHPW is responsible to ensure that building and infrastructure designs consider the needs of women and persons with disabilities.

Objective of the Advocacy and Communication Action Plan

This action plan supports the MOHPW to plan and undertake effective communication using different channels with the different stakeholders for advocacy, information, planning, distribution and monitoring of distribution of housing and lands as well as ensuring that the needs of women and persons with disabilities are addressed in urban planning, housing and public infrastructure.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organizational		Mass Communication	Interpersonal		
Shelter and support for poor women	Advocate for funds, coordinate, collaborate and expand housing and shelter support for poor, destitute, old and single women with women and disable friendly design, safety, water and sanitation; revising building code	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		
	Inform, and orient implementors on implementation and monitoring; revise building code and orient all	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women on service provisions and their role	Electronic	Print	Meeting	Briefing		
Women and disable friendly Infrastructure	Advocate for funds, coordinate, collaborate and expand skills on disaster preparedness, adaptive livelihood and recovery for women in	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		

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	agriculture and empower them						
	Inform, and orient implementors on GE focused implementation and monitoring climate change impact and adaptive agriculture	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women on agriculture. skills, their role in disaster preparedness, recovery, support etc.	Electronic	Print	Meeting	Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			December 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on grievance process and accessing the system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		

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Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

Main Focus

Communication will be undertaken to ensure shelter and support for women and to ensure that all public infrastructure including government and private dormitories, old-age homes, day-care centres; urban plans and housing designs address the needs of women, children and persons with disability. Communication will be undertaken to enhance women's capacity to claim their housing rights, protection, leadership, social support and risk mitigation. In addition, gender-responsive programme design, gender-focused result monitoring using sex-disaggregated data and consolidation of smaller programmes will be supported through using different communication channels.

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D.3.27 Ministry of Environment, Forest and Climate Change

Background

The Ministry of Environment, Forest and Climate Change (MOEFCC) is responsible for conservation of forest resources, improvement of the environment and control of environmental pollution. MOEFCC works for afforestation, conservation of wildlife and biodiversity, expansion and development of both Government and private forest resources. The Ministry is also responsible for implementing of climate change mitigation and adaptation programmes. In addition, MOERCC implements different regional and international conventions, agreements, and protocols relating to environment, forestry, wildlife and climate change. It ensures participation of local community including women in environment and biodiversity conservation, echo tourism, forestry and climate change adaptation.

Objective of the Advocacy and Communication Action Plan

This action plan will enable the MOEFCC planning and undertaking appropriate and effective communication with local, national and international stakeholders for advocacy, information, orientation, planning and monitoring of SSPs with effective participation of the target group and to ensure that all international standards for bio-diversity and environmental conservation and addressing climate change are met.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organizational		Mass Communication	Interpersonal		
Adaption and bio-diversity conservation	Advocate for funds, coordinate, collaborate and expand skills, training, finance for women in bio-diversity conservation and support to be on such platforms	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	MoA MoDMR
	Inform, and orient implementors on GE focused implementation and monitoring of bio-diversity conservation	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women on provisions, opportunities, their role in bio-diversity conservation			Electronic Print	Meeting Briefing	Continuous	

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Labour and livelihood intervention	Advocate for funds, coordinate, collaborate and expand skills and livelihood support, training, finance for women in eco-tourism, green, belt, social forestry, mangrove etc. and empower them	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Continuous	NGOs MoWCA
	Inform, and orient implementors on GE focused implementation and monitoring in forestry and echo-based livelihoods	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women on opportunities in eco-tourism, green, belt, forestry, mangrove, bio-diversity and their role in environment conservation			Electronic Print	Meeting Briefing		
Disaster preparedness	Advocate for funds, coordinate, collaborate and expand capacity on disaster preparedness, adaptive livelihood, and safety of women during disaster	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing		MoDMR MoWCA, NGOs
	Inform, and orient implementors on GE focused implementation and monitoring of disaster preparedness and adaptive livelihood	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Inform, orient women on their role in safety, disaster preparedness, coping and recovery			Electronic Print	Meeting Briefing		
Address grievances	Inform and orient implementors at all levels about the grievance redress process and their roles	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			Dec 2021	LGD, CD, NGOs
	Inform, and orient community and beneficiaries on			Print Electronic	Meeting Orientation		

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	grievance process and accessing the system						
Strengthen capacity	Orient and train implementors on GE mainstreaming and roles in GE focused SSP planning and monitoring	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries on process, how to demand and access services			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Orient, train planners and implementors on mainstreaming GE in planning and results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
	Inform, and orient community and beneficiaries about services and roles			Print Electronic	Meeting Orientation		
Strengthen gender-focused result monitoring	Advocate and coordinate for GE result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	December 2021	IMED BBS MoWCA GED
	Develop system, inform, orient planners and implementors on monitoring process	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Inform/ orient and get feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Advocate and coordinate for consolidation, funding, expansion and services			Print Electronic	FGD, Meeting Briefing		CD, CMC, Cluster Members
	Inform, and orient planners and implementors on roles in harmonized programmes	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	
	Take feedback, inform, and orient community and beneficiaries on			Print Electronic	Meeting Briefing Orientation		

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	harmonized programmes						

Key Actions

Communication will be undertaken to engage women of the target group in biodiversity conservation and adaptation platforms and support their livelihood through forestry, echo-tourism, coastal green-belt etc. Women's capacity for biodiversity protection, leadership, entrepreneurship, social support, risk mitigation, climate change adaptation will be enhanced through different channels of communication for SSPs. In addition, gender-responsive programme design, gender-focused result monitoring using sex-disaggregated data and consolidation of smaller programmes will be facilitated through communication at different levels.

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D.3.28 Cabinet Division

Background

The Cabinet Division (CD) is the apex ministry of the Government providing secretarial support for the Cabinet and its committees. CD coordinates the functions across ministries and oversees the field administration. The CD leads the Central Management Committee (CMC), coordinates and monitors the implementation of the social security system of the country. As part of enhancing good governance, CD oversees the Performance Management System, Grievance Redress System, and National Integrity Strategy in managing the public affairs.

Objective of the Advocacy and Communication Action Plan

This action plan will support CD in coordinating the social security system and the thematic clusters, consolidation of smaller SSPs, ensuring G2P payments based on single registry system, managing grievance redress system, introduction of NSIS and undertaking reforms.

Communications and Advocacy Action Plan

Objectives	Activities	Communication Channels				Time frame	Support
		Organizational		Mass Communication	Interpersonal		
		Intra	Inter				
Strengthening coordination of social security programmes for gender equality	Coordinate, consolidate SSPs, monitor integration of GE in design, implementation, monitoring and capturing GE results of SSPs	Meeting Briefing Guidelines	Meeting Briefing	Social group	Meeting Orientation	July 2021	All Cluster, and Ministries,
	Inform, orient, brief donors, policy makers and implementors	Print Electronic	Meeting Briefing Orientation		Meeting Briefing Orientation		
Gender Equality in thematic clusters' programmes	Coordinate, guide, monitor GE integration in cluster and consolidated SSPs, their implementation, and capturing GE results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com All Cluster MoWCA IMED, BBS
Coordinate the field committees on social security	Coordinate for smooth, transparent delivery of SSPs, accountability and grievance management and result monitoring	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	Dec 2021	All ministries, field offices,
	Inform and orient implementors and field committees on grievance and consolidation of SSPs	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
Expand the scope of	Propose and get approval for IMED to monitor SSPs in revenue budget	Meeting Briefing Dialogues			Meeting Briefing		IMED, PMO, MoPA

work of IMED	Inform and orient IMED and other ministries about the role of IMED in monitoring SSPs under revenue budget	Meeting Briefing Dialogues	Meeting Briefing		Meeting Briefing		
Address grievances	Inform and orient all ministries to establish grievance mechanism and monitor effectiveness	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			Dec 2021	LGD, CD, NGOs
	Guide all ministries to inform, and orient community and beneficiaries on process and their roles in the central GRS	Meeting Orientation		Print Electronic			All ministries Clusters
Strengthen capacity	Coordinate capacity building of implementers on SSP implementation and capturing GE results	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2021	Cluster, Other Ministries, LGI, CSOs
	Orient implementors on GRS, consolidation and roles in SSP monitoring for GE			Print Electronic	Meeting Briefing Orientation		
Gender-responsive programme design	Guide Planning Commission to establish system of gender integrated project design	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation		Pl. Com Cluster MoWCA
	Guide all ministries to orient/ train planners and implementors on mainstreaming GE in design and review	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	
Strengthen gender-focused result monitoring	Guide all ministries and IMED for GE result monitoring	Meeting Briefing Dialogues Guidelines	Policy Dialogues		Meeting Briefing Dialogues	Dec 2021	IMED BBS, Pl Com, MoWCA GED
	Guide IMED and Planning Commission to develop system, inform, orient planners and implementors	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
Harmonize (consolidate) smaller	Approve and coordinate for consolidation and expansion of small SSPs integrating GE features	Meeting Briefing Dialogues Guidelines	Meeting Briefing		Meeting Briefing Dialogues		CD, CMC, Clusters

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programmes	Inform, and guide ministries on roles in harmonized programmes and monitor	Meeting Briefing Guidelines	Meeting Briefing	Social group	Meeting Orientation	Beginning July 2021	

Main Focus

Communication will be undertaken to strengthen coordination of reform, coordination and implementation of the social security system of the country through the CMC. Tailored communication with all stakeholders will be undertaken for review and approval of harmonization and consolidation of smaller programmes; guidance for gender integrated programme design and monitoring; ensuring a digitized single registry MIS and G2P payments; introduction of NSIS: coordination of thematic clusters and undertaking reforms. In addition, communication will be undertaken for review of the master plan of GED for single registry MIS development of a second generation of GRS with compatibility for handling social security related grievances. To ensure monitoring of SSPs under revenue budget by IMED will also require communication.

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D.3.29 General Economics Division

Background

General Economics Division (GED) is responsible to prepare all the development plans including medium- and long-term plans and strategies for socio-economic development of the country in accordance with government policies. GED is part of the Bangladesh Planning Commission and provides secretarial support to the NEC (National Economic Council) and the ECNEC (Executive Committee of the National Economic Council) in matters related to planning and economic policy/strategy formulation. GED leads the reporting on MDGs and the SDGs, and formulated the NSSS which had set the road map for a strong social security system in the country. The GED sets targets assess poverty reduction impacts of development plans, and the social security system and prepares progress reports for national and international stakeholders.

Objective of the Advocacy and Communication Action Plan

This action plan will support GED in undertaking appropriate and effective communication with policy makers and stakeholders to establish a lifecycle based social security system, a single registry MIS encompassing all, consolidating small schemes keeping an eye on gender equality and women's empowerment and to ensure a transparent selection processes of recipients of SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Devising and instituting a gender-focused and results-based M&E System	Coordinate and advocate for establishing a result-based M & E for GE	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Dec 2020 onwards	IMED, BBS All ministries with SSPs
	Orient and inform all SSP implementers, IMED and BBS about the system and capturing GE results	Meeting Briefing Guidelines	Meeting Briefing	Social group	Meeting Briefing		
Recommend a sex-disaggregated single-registry MIS	Prepare master plan, support establishing a sex, age location disaggregated database for single registry SSP services	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Ongoing	
	Orient and inform all SSP implementor ministries	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
Review the consistency of national	Assess, the consistency with policies, coordinate assessments, provide inputs	Meeting Briefing	Policy dialogue Meeting Briefing	Social group	Meeting Briefing Orientation	Continuous	Meeting Orientation

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policies with NSSS	for policy, expansion and collaboration for services						
	Orient and inform all implementers about maintaining consistency	Meeting Briefing Guidelines	Meeting Briefing		Meeting Briefing		
Strengthen capacity	Orient implementors on GE in M&E, database, capturing GE results of SSPs	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2021	Cluster, Other Ministries, LGI, CSOs
Gender-responsive programme design	Assist Planning Commission to establish system of gender integrated project design; orient, train planners and implementors on mainstreaming GE	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
Strengthen gender-focused result monitoring	Establish system of GE result monitoring and assess GE results of SSPs	Meeting Briefing Dialogues	Policy Dialogues		Meeting Briefing Dialogues	Dec 2021 and onwards	IMED BBS MoWCA
	Inform, orient planners and implementors on GE based result capturing	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		
	Get feedback from community/ beneficiaries			Print Electronic	FGD, Meeting Briefing		
Harmonize (consolidate) smaller programmes	Provide assessment of SSPs, support consolidation of smaller programs with GE features	Meeting Briefing	Meeting Briefing	Social group			CD, CMC, Cluster Members
	Take feedback, from community and beneficiaries on harmonized programmes			Print Electronic	Meeting Briefing Orientation		

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D.3.30 Implementation, Monitoring and Evaluation Division (IMED)

Background

The Implementation, Monitoring and Evaluation Division (IMED) under the Ministry of Planning is responsible for monitoring implementation and evaluating the impacts of the development projects programmes. IMED also reviews utilization of the funds invested. IMED prepared quarterly, annual and periodical progress reports on ADP for information of the President, NEC, ECNEC, ministries and other concerned. IMED reviews implementation status of the development programmes only including the SSPs and undertakes necessary co-ordination activities for removing the implementation bottlenecks, if any.

Objective of the Advocacy and Communication Action Plan

This action plan is to support the IMED in planning and undertaking appropriate and effective communication with the relevant ministries/divisions and stakeholders for effective implementation of the SSPs, monitoring of impacts and to review the effectiveness of the grievance redress system as well as ensuring effective delivery of SSPs considering the needs of women and children in the community.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Gender-focused performance monitoring of social security programmes	Establish system of GE focused performance monitoring and review	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	July 2021 and annual	CMC, GED, All Ministries
	Orient and inform staff and implementers on the system	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
	Orient beneficiaries, gather feedback, information from community and beneficiaries			Electronic Print	Meeting Briefing FGD		
Review and propose the expansion of scope of work of IMED	Advocate and prepare proposal to expand responsibilities for review of SSPs under revenue budget	Meeting Briefing	Policy dialogue Meeting Briefing		Policy dialogue Meeting Briefing	Dec 2020	CD, CMC, PMO, MoPA
	Orient and inform all implementers after approval	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print Social group	Meeting Briefing		
Address grievances	Review the grievance process and their effectiveness	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation			Dec 2021	LGD, CD, NGOs

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	Receive feedback from community and beneficiaries on process, effectiveness and satisfaction of system			Print Electronic	Meeting Orientation		
Strengthen capacity	Orient and train staff and other implementors on GE mainstreaming and roles in monitoring GE focused SSPs	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	July 2021	Cluster, Other Ministries, LGI, CSOs
	Inform, orient community and beneficiaries and collect information, feed back			Print Electronic	Meeting Briefing Orientation	Annual	
Strengthen gender responsive Planning	Inform/ orient and get feedback from community and beneficiaries on needs			Social group	Meeting Briefing Dialogue	Dec 2020 onwards	PL. Com Ministries.
	Provide data and assessment to ministries for planning, upscaling	Meeting Briefing Reports	Meeting Briefing Reports				
Harmonization Consolidation	Take feedback, assess GE results from community and beneficiaries			Print Electronic	Meeting Briefing Orientation	July 2021	CMC, CD, clusters, all ministries
	Inform and orient planners/ decision makers based on field results, and feedback of community/ beneficiaries	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Orientation		

Main Focus

Communication will be undertaken with different ministries/divisions and other stakeholders to formulate a M&E framework and evaluate the impacts of SSPs on gender equality and social development. Impacts on capacity of women for protection, leadership, self-respect, entrepreneurship, social support and risk mitigation etc. will be assessed. Communication will also help other ministries in gender-responsive programme design, gender-focused result monitoring using sex-disaggregated data and consolidating smaller programmes incorporating empowering elements for women and girls.

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D.3.31 Statistics and Informatics Division

Background

The Statistics and Informatics Division (SID) is the depository of official statistics of Bangladesh and responsible for producing statistics to support monitoring of progress of development initiatives and to ensure that all statistics are collected following the agreed standard. The Bangladesh Bureau of Statistics (BBS) under the SID collects, collates, and provides reliable and up to date data and information to the policy makers for planning, and presenting national assessment and reports. BBS conducts censuses and surveys and is responsible to produce disaggregated data. SID guides and coordinates with other ministries and divisions on statistical standards and methods, estimates national accounts, compiles price indices; and provides data for national reporting to the UN and international bodies. SID maintains and updates the National Population Register (NPR) and facilitates a single registry based social security system. BBS publishes a gender compendium of statistics and conducts survey on violence against women.

Objective of the Advocacy and Communication Action Plan

This action plan aims supporting the SID and BBS to undertake appropriate and effective communication with different ministries/divisions and stakeholders to ensure collection and use of data disaggregated by sex, and other parameters; maintain and update the social security beneficiary database; and assessment of the impacts of the SSPs.

Communications and Advocacy Action Plan

Objective	Activity	Communication Channels				Time Frame	Supporting agency
		Organization		Mass Communication	Interpersonal		
		Intra	Inter				
Create the Bangladesh Household Database	Design, plan and create a database disaggregated by sex, age, ethnicity, location etc. for SSPs	Meeting Briefing	Meeting Briefing		Meeting Briefing	July 2021 Onwards	
	Orient and inform implementors on collection, collation and presentation of data	Meeting Briefing Guidelines	Meeting Briefing	Social group	Meeting Briefing		
	Gather data and information from household and community			Print Electronic	Meeting FGD		
Report gender-based results of social security programmes	Identify sex disaggregated data needs, develop plan and instruments	Meeting Briefing	Meeting Briefing		Meeting Briefing	June 2021	All SS ministries, GED IMED
	Orient all implementers on disaggregated data collection and reporting on GE in SSPs	Meeting Briefing Guidelines	Meeting Briefing	Electronic Print	Meeting Briefing		

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	Gather information, assessment and feedback from community and beneficiaries			Print Electronic	FGD, Meeting Briefing		
Strengthen capacity	Orient, train staff to collect, collate and present data for GE based monitoring and reports	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation	Social group	Meeting Orientation	Beginning July 2021	Cluster, Other Ministries, LGIs, CSOs
	Inform, and orient implementors to collect, collate and present data for GE based reporting	Meeting Briefing Orientation Guidelines	Meeting Briefing Orientation		Meeting Briefing Orientation		
	Information, orientation of planners and implementors	Meeting Briefing Dialogues Guidelines	Meeting Briefing	Social group	Meeting Briefing Dialogues		

Main Focus

Communication will be undertaken to conduct Bangladesh household survey for creating a single registry of beneficiaries disaggregated by sex, age and other parameters. Communication will also be undertaken for impact assessment, presenting statistics and reports for advocacy and policy dialogue. Communication will also be undertaken for gender-focused result monitoring using sex-disaggregated data for SSPs.

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D.3.32 Gender Action Plan for Thematic Clusters

The NSSS has divided the social security programmes into five specific clusters. The clusters are, a. Social Allowance, b. Food Security and Disaster Assistance, c. Social Insurance, d. Labour/Livelihood Intervention, and e. Human Development and Social Empowerment. Several ministries form one cluster led by one ministry. The clusters play a critical role in coordination and consolidation of SSPs. Promoting gender equality through appropriate communication is important for the clusters.

Terms of Reference of the Thematic Clusters

The terms of reference of the thematic clusters are to:

- Reform, consolidate and integrate social security programmes in the light of the NSSS and to coordinate the action plans of ministries within each thematic cluster;
- Coordinate NSSS action plans of the Ministries/Divisions within the cluster and to submit the integrated action plans to Central Management Committee;
- Coordinate with the Finance Division for securing necessary budgetary allocations for implementation of action plans;
- Identify rules and regulations relating to the social security programmes of the cluster to be amended for the sake of implementing the NSSS;
- Monitor and evaluate the progress of implementation of the action plans of the Ministries/ Divisions within the clusters; and
- Design integrative plans for different programmes to ensure correct targeting and their effective implementation.

To perform the above responsibilities, the clusters will require communication within the cluster and externally in order to implement the reforms envisaged in the NSSS. Addressing gender issues and ensuring girls' and women's empowerment through the SSPs will also require communication within clusters and externally.

The following section presents the logic and the action plans for the thematic clusters.

1. Social Allowance Cluster

Many social allowance or social assistance programmes are under implementation by different ministries and divisions. The social assistance programmes are conditional or unconditional, and transfer cash or in kind to the poor and vulnerable individuals or households. The cash allowances to vulnerable persons include allowances for the elderly, persons with disability, pregnant women, lactating mothers, old and distressed artists, freedom fighters, and students. In kind assistance include school feeding. The Ministry of Social Welfare is assigned to coordinate the activities of the cluster. The following ministries are included in the cluster of social allowance.

1. Ministry of Social Welfare – Coordinator
2. Ministry of Women and Children Affairs
3. Ministry of Cultural Affairs
4. Ministry of Liberation War Affairs
5. Ministry of Health and Family Welfare

6. Local Government Division
7. Ministry of Labour and Employment
8. Ministry of Chattogram Hill Tracts Affairs

Objective of the Advocacy and Communication Action Plan

This action plan will support the Social Allowance Cluster in undertaking appropriate and effective communication for coordination, advocacy, briefing, policy discussion, monitoring, consolidation, partnership as well as expansion of SSPs considering the lifecycle-based needs of the vulnerable people including women/girls.

Communication and Advocacy Action Plan

Objective (Lead)	Activity	Communication Channels			Time Frame	Supporting agency
		Organization		Interpersonal		
		Intra	Inter			
Introduce Child Benefit Programme	Assess for consolidation, coordinate design, propose for approval and arrange collaboration for services for children for the CBP	Meeting Briefing	Policy dialogue Meeting Briefing	Policy dialogue Meeting Briefing	July 2021	HSD, MEFWD, MoE, MoPME, LGD, MoCHTA FD
	Define and assign roles for identification, services, information dissemination, transfer, implementation, monitoring and reporting on CBP with GE results	Meeting Briefing Guidelines	Meeting Briefing	Briefing Meeting		
Introduce Vulnerable Women's Benefit Programme (MOWCA)	Assess programmes for consolidation, coordinate, propose for approval incorporating skills, health and other services and arrange collaboration for services for vulnerable women	Meeting Briefing	Policy dialogue Meeting Briefing	Policy dialogue Meeting Briefing	Dec 2021	HSD, MEFWD, MoE, MoPME, LGD, MoCHTA, MoYS, RDCD, FD
	Define and assign roles for identification, information dissemination, transfer, implementation, monitoring and reporting with GE results	Meeting Briefing Guidelines	Meeting Briefing			
Scale up Old Age Allowance (MOSW)	Advocate for funding, coordinate and propose to scale up old age allowance and link for healthcare	Meeting Briefing	Meeting Briefing	Meeting Briefing	July 2021	LGD FD HSD
	Propose OAA for persons above 90 years of age	Meeting Briefing	Meeting Briefing	Meeting Briefing	Dec 2021	
Scale up programmes for people with disabilities	Advocacy for funding; consolidation; policy support for integration in lifecycle-based programmes with special provisions for education, skills, employment, health care,	Meeting Briefing	Policy dialogue Meeting Briefing	Policy dialogue Meeting Briefing	July 2023	HSD, MEFWD, MOE, MOPME, LGD,

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(MOSW)	maternity services, expansion and collaboration for services					MOCHTA, MoYS, RCCD FD
	Define and assign roles for identification, transfer, information dissemination, implementation, services, monitoring and reporting with GE results	Meeting Briefing Guidelines	Meeting Briefing	Meeting Briefing		
Review of GE results (MOSW)	Coordinate and ensure assessment and presentation of results of all SSPs by ministries incorporating GE results based on defined indicators	Meeting Briefing	Policy dialogue Meeting Briefing	Policy dialogue Meeting Briefing	Continuous	All members of the cluster
Transition of beneficiaries to other Programme (MOSW, MOWCA)	Assess, coordinate, collaborate for transfer of beneficiaries in the consolidated SSPs like, CBP, VWB, programmes for persons with disability and ensure services	Meeting Briefing	Policy dialogue Meeting Briefing	Policy dialogue Meeting Briefing	Yearly	Cluster members, FDs, Other Ministries
Strengthen capacity (MOSW, MOWCA)	Inform and orient cluster member / implementors on consolidated SSP operation, transfer process and mainstreaming GE and capturing results	Meeting Briefing Orientation	Social group Meeting Briefing Orientation	Meeting Briefing	July 2021	Cluster, Other Ministries, LGI, CSOs
Gender-responsive programme design (MOSW)	Inform and orient cluster members to ensure mainstreaming GE in programme design and result indicators	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
Strengthen gender-focused result monitoring	Inform and orient cluster members to ensure SSP monitoring based on sex disaggregated data and capturing GE results	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing Dialogue	Dec 2021	IMED BBS MoWCA GED
Harmonize (consolidate) smaller programmes	Assess for consolidation, coordinate design, propose for approval and arrange collaboration for consolidated SSPs	Meeting Briefing Orientation	Social group	Meeting Briefing	Dec 2022	CD, CMC, Cluster Members

2. Food Security and Disaster Response Cluster

Food Security and Disaster Response Cluster Response plays critical role in coordinating to guarantee food security of the poor and vulnerable groups by ensuring access to sufficient safe and nutritious food. Ensuring supply of food at an affordable cost to deserving people is, therefore, the main responsibility of this cluster. Disaster response through SSPs is another main area of coordination by this cluster. Ensuring food supply for family consumption and for nutrition during disaster situation becomes important for women as generally they are responsible for managing household food distribution and nutrition. The ministries contribute and play different roles in maintaining adequate food supply as well as ensuring nutrition of the poor. Ministry of

Food coordinates the matters relating to this cluster. The following ministries are included in the Food Security and Disaster Response cluster.

1. Ministry of Food - Coordinator
2. Ministry of Disaster Management and Relief
3. Ministry of Health and Family Welfare
4. Ministry of Agriculture
5. Ministry of Women and Children Affairs
6. Ministry of Fisheries and Livestock
7. Finance Division
8. Ministry of Social Welfare
9. Ministry of Commerce

Objectives of the Advocacy and Communication Action Plan

This action plan will support the Food Security and Disaster Response cluster in undertaking appropriate and effective communication for advocacy, coordination, briefing, policy discussion, monitoring, consolidation, partnership as well as expansion of SSPs related to food security and disaster response based on the needs of the poor and vulnerable people including women/girls of poverty pockets and disaster prone areas.

Communication and Advocacy Action Plan

Objective (Lead)	Activity	Communication Channels			Time Frame	Supporting agency
		Organizational		Interpersonal		
		Intra	Inter			
Food security through increased production (MOFL MOA)	Coordinate expansion of food supply through increased production in agriculture, fisheries and other sectors	Meeting Briefing	Meeting Briefing Dialogue	Meeting Briefing Dialogue	Continuous	MOYS MOWCA FD
Promote GE in consolidated food security type programmes (MOF)	Coordinate within and outside cluster to integrate nutrition, women's participation in food security programmes	Meeting Briefing Dialogue	Meeting Briefing Dialogue	Meeting Briefing Dialogue	July 2021	Cluster members, other clusters MOWCA
GE in Vulnerable Women Benefit (VWB) (MOF)	Coordinate within and outside cluster to convert food support to cash, propose and get approval and integrate nutrition, women's participation in food security and VWB	Meeting Briefing Dialogue	Meeting Briefing Dialogue	Meeting Briefing Dialogue	July 2022	CD, CMC, Cluster members, other clusters MOWCA, MOF MODMR FD

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Food supply in areas of food shortage and in disaster areas (MOF)	Coordinate to ensure food supply in disaster and draught affected areas and after disaster ensuring nutrition (fortified rice)	Meeting Briefing Dialogue	Meeting Briefing Dialogue	Meeting Briefing Dialogue	July 2021	MODMR, FD Cluster members, other clusters MOCom
Transition of beneficiaries to other programme	Assess, plan, propose, get finance, approval, and then transfer beneficiaries to relevant programmes and ensure services	Meeting Briefing Dialogue	Meeting Briefing Dialogue	Meeting Briefing Dialogue	Yearly	CMC, CD, Cluster members, other clusters
Strengthen capacity	Inform and orient cluster member / implementors on consolidated SSP operation, transfer process and mainstreaming GE and capturing results	Meeting Briefing Orientation	Social group Briefing Orientation	Meeting Briefing	Dec 2021	IMED BBS MoWCA, GED Cluster members, other clusters
Gender-responsive programme design	Inform and orient cluster members to ensure mainstreaming GE in programme design and result indicators	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing	Dec 2021	Cluster members, other clusters Pl. Com MoWCA
Strengthen gender-focused result monitoring	Inform and orient cluster members to ensure SSP monitoring based on sex disaggregated data and capturing GE results	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing Dialogue	Dec 2021	Cluster members, other clusters IMED
Harmonize (consolidate) smaller programmes	Assess for consolidation, coordinate design, propose for approval and arrange collaboration for consolidated SSPs	Meeting Briefing Orientation	Social group	Meeting Briefing	Dec 2022	CMC, CD, Cluster members, other clusters

3. Social Insurance Cluster

Social insurance is a recent thought in the discourse of social security in Bangladesh. The NSSS proposed for introduction of a suitable framework of social insurance. The NSIS framework is being designed now for piloting. A contributory social insurance needs to be popularized. Social insurance is usually contributory, and risks are shared by an institution. The services, benefits, eligibility requirements, and contribution etc. are defined and provision is made to covers risks like unemployment, maternity, accidents, health care, old age, disability or illness. The framework needs to take into account the needs at different stages of the life cycle at an affordable cost. The FID is assessing the possibilities and structure of a NSIS for different groups of people to address different types of shocks and risks. The social insurance cluster is coordinated by the FID. The following ministries are members of the cluster:

1. Financial Institutions Division – Coordinator
2. Finance Division
3. Ministry of Health and Family Welfare

4. Ministry of Labour and Employment
5. Ministry of Social Welfare
6. Ministry of Expatriates' Welfare and Overseas Employment

Objective of the Advocacy and Communication Action Plan

The objective of this action plan is to support the cluster to coordinate activities for formulation of a framework and introduce a social insurance and social pension programme considering the needs of women and men and their affordability.

Communications and Advocacy Action Plan

Objective (Lead)	**Activity**	Communication Channels			Time Frame	Support Ministry
		Organization				
		Intra	**Inter**	**Interpersonal**		
National Social Insurance Scheme (NSIS) (FID)	Assess options, prepare proposal, get approval with design, services, finance, contribution, subsidy and roll out	Meeting Briefing	Policy dialogue Meeting Briefing	Meeting Briefing	July 2021	FD, CD, CMC
	Define and assign roles for identification, services, information dissemination, transfer, implementation, monitoring and reporting on CBP with GE results	Meeting Briefing Guidelines	Meeting Briefing	Meeting Briefing	July 2021 onwards	Cluster members Others
Private pension (FID)	Study and assess options, prepare proposal, get approval with design, services, finance, contribution, subsidy and roll out with G2P system	Meeting Briefing	Policy dialogue Meeting Briefing	Dialogue Meeting Briefing	Dec 2021	FD, CD, CMC
	Orient and inform implementers for dissemination and rolling out	Meeting Briefing Guidelines	Meeting Briefing	Dialogue Meeting Briefing		Cluster members, others
Strengthen capacity (MOSW, MOWCA)	Inform and orient cluster member / implementors on consolidated SSP operation, transfer process and mainstreaming GE and capturing results	Meeting Briefing Orientation	Social group Meeting Briefing	Meeting Briefing Orientation	Dec 2021	Cluster, Other Ministries, LGI, CSOs

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Gender-responsive programme design (MOSW)	Inform and orient cluster members to ensure mainstreaming GE in programme design and result indicators	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing	Dec 2021	Pl. Com Cluster MoWCA
Strengthen gender-focused result monitoring	Inform and orient cluster members to ensure SSP monitoring based on sex disaggregated data and capturing GE results	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing	Dec 2020	IMED BBS MoWCA GED
Harmonize smaller programmes	Assess for consolidation, coordinate design, propose for approval and arrange collaboration for consolidated SSPs	Meeting Briefing Orientation	Social group	Meeting Briefing	Dec 2020	CD, CMC, Cluster Members

4. Labour/Livelihood Intervention Cluster

Labour and Livelihood Intervention Cluster coordinates activities of Ministries/divisions implementing SSPs related to labour and livelihood. The SSPs support people who are unemployed, under employed or lost their livelihood and provides them with economic opportunities. The different ministries/divisions help vulnerable groups in coming out of poverty by supporting their access to labour market for gainful employment. Generally, women lack economic opportunities due to their low educational and skills attainments, low asset base and lack of support from family and community. The SSPs under different ministries help helping people including women to gain skills, engage in gainful employment, access capital and different life skills. The ministries involved in this cluster are as follows:

1. Ministry of Disaster Management and Relief — Coordinator
2. Local Government Division
3. Rural Development and Cooperatives Division
4. Ministry of Women and Children Affairs
5. Ministry of Social Welfare
6. Finance Division
7. Ministry of Labour and Employment
8. Ministry of Fisheries and Livestock

Ministry of Disaster Management and Relief implements several programmes for creating temporary or short-term employment opportunities for poor men and women. Therefore, this ministry has been given the leading role in this cluster. LGD also implements workfare programmes to provide employment in infrastructure.

Objectives of the Communication Action Plan

This action plan aims at supporting the MOSW in undertaking appropriate and effective communication for the different section of stakeholders for information, advocacy, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs.

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Communications and Advocacy Action Plan

Objective (Lead)	Activity	Communication Channels			Time Frame	Supporting agency
		Organization		Interpersonal		
		Intra	Inter			
Workfare programmes (MODMR)	Assess, plan, design, propose and make policy, coordinate, to consolidate, merge and expand workfare programmes with GE and empowerment elements	Meeting Briefing	Policy dialogue Meeting Briefing	Dialogue Meeting Briefing	Dec 2021	LGD, MOWR FD
	Inform, and orient the implementors (MODMR, LGD, LGED etc.) on implementation and monitoring of new consolidated plan with GE	Meeting Briefing Guidelines	Meeting Briefing	Meeting Briefing		
Provision of childcare across all formal & informal employment (MOWCA)	Coordinate, support, ensure expansion and collaboration for childcare services in workplace by all relevant ministries	Meeting Briefing	Policy dialogue Meeting Briefing	Policy dialogue Meeting Briefing	Dec 2021	MOPA Cluster members MOI, MOC, MOSW, Other Clusters
Facilitate accessing labour market (MODMR)	Coordinate, oversee and ensure enhancing marketable skills, support and strict adherence to the guidelines of SSPs and ensure women's participation and benefits	Meeting Briefing	Policy dialogue Meeting Briefing	Policy dialogue Meeting Briefing	July 2021	LGD, FD Cluster members RDCD, MOYS
Ensure labour rights (MOLE)	Oversee, coordinate and guide strict implementation of labour rights as per law and ensure occupational health and safety	Meeting Briefing Guidance	Dialogue Meeting Briefing	Dialogue Meeting Briefing	July 2021	Cluster members and other clusters
Transition of beneficiaries to other Programme (LGD, MODMR) MOWCA)	Assess, coordinate, propose and collaborate for transfer of beneficiaries in the consolidated SSPs and ensure services	Meeting Briefing	Dialogue Meeting Briefing	Policy dialogue Meeting Briefing	Yearly	Cluster members, FDs, Other Ministries
Strengthen capacity	Inform and orient cluster member / implementors on consolidated SSP operation, transfer process and mainstreaming GE and capturing results	Meeting Briefing Orientation	Social group Meeting Briefing Orientation	Meeting Briefing Dialogue	July 2021	Cluster, Other Ministries, LGI, CSOs

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Gender-responsive programme design	Inform and orient cluster members to ensure mainstreaming GE in programme design and result indicators	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing Dialogue	July 2021	Pl. Com Cluster MoWCA
Strengthen gender-focused result monitoring	Inform and orient cluster members to ensure SSP monitoring based on sex disaggregated data and capturing GE results	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing Dialogue	Dec 2021	IMED BBS MoWCA GED
Harmonize (consolidate) smaller programmes	Assess for consolidation, coordinate design, propose for approval and arrange collaboration for consolidated SSPs	Meeting Briefing Orientation	Social group	Meeting Briefing Dialogue	Dec 2021	CD, CMC, Cluster Members

5. Human Development and Social Empowerment Cluster

Social security programmes have supported women and girls' access to public services, particularly in nutrition, health and education, and have helped increasing women's educational attainments and reducing child and maternal mortality. The programmes have also supported women's access to labour market by enhancing their productive capacity.

The cluster on human development has been formed with the ministries which have mandates in human development activities. The Ministry of Primary and Mass Education has the largest programmes for school stipend and school feeding. Therefore, this ministry has been identified as the cluster coordinator. The membership of the cluster is as follows:

1. Ministry of Primary and Mass Education - Coordinator
2. Prime Minister's Office
3. Ministry of Land
4. Ministry of Education
5. Ministry of Social Welfare
6. Ministry of Expatriates' Welfare and Overseas Employment
7. Ministry of Health and Family Welfare
8. Ministry of Labour and Employment
9. Ministry of Industry
10. Ministry of Women and Children Affairs
11. Information and Communication Technology Division
12. Ministry of Youth and Sports

Objectives of the Communication Action Plan

This action plan aims at supporting the MOSW in undertaking appropriate and effective communication for the different section of stakeholders for information, advocacy, orientation, planning and monitoring to ensure transparent and effective delivery of SSPs.

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Communications and Advocacy Action Plan

Objective (Lead)	Activity	Communication Channels			Time Frame	Supporting agency
		Organization		Interpersonal		
		Intra	Inter			
School Stipend Programme (MOPME, MOE)	Support, and coordinate expansion and collaboration for school stipend	Meeting Briefing	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Dec 2020	FD, CMC, CD
Coordinate with CBP (MOWCA, MOHFW)	Coordinate for consolidation, of all child support programmes, orphan, meals, healthcare, immunization, water, nutrition etc. in the CBP and collaboration for services	Meeting Briefing	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Dec 2021	CMC, Cluster members
Adolescent empowerment (MOPME)	Assess, plan, propose and get approval of consolidated adolescent support programme for skills, healthcare, reproductive health, empowerment, income, banking etc.) with cluster members	Meeting Briefing	Dialogue Meeting Briefing	Dialogue Meeting Briefing	July 2022	CMC Cluster MOHFW MOPME,
Skills and employment (MOYS, MOLE, MOE)	Coordinate among ministries on skills development of women and adolescents and promote internship, training, attachment etc.	Meeting Briefing	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Continuous	FD, Cluster members MOI, other clusters_
Social Empowerment (MOPME, MOYS)	Coordinate and oversee incorporation of social empowerment elements in all programmes of the cluster including services from other clusters	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Continuous	FD, Cluster members MoI
Care for sick, children, elderly, and disabled (MOSW)	Undertake study, assess, propose and launch programme for a low-cost care economy with certified/ community care services	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Dec 2021	Cluster members, CMC, MOHFW
Transition of beneficiaries to different programmes	Coordinate, and collaborate for transfer of beneficiaries in the consolidated SSPs and ensure services	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Dialogue Meeting Briefing	Yearly	Cluster members

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Strengthen capacity (MOWCA)	Inform and orient cluster member / implementors on consolidated SSP operation, transfer process and mainstreaming GE and capturing results	Meeting Briefing Orientation	Social group Meeting Briefing	Meeting Briefing	July 2021	Cluster, Other Ministries, LGI, CSOs
Gender-responsive programme design (MOPME)	Inform and orient cluster members to ensure mainstreaming GE in programme design and result indicators	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing	July 2021	Pl. Com Cluster MoWCA
Strengthen gender-focused result monitoring (MOPME)	Inform and orient cluster members to ensure SSP monitoring based on sex disaggregated data and capturing GE results	Meeting Briefing Orientation	Meeting Briefing	Meeting Briefing Dialogue	Dec 2021	IMED BBS MoWCA GED
Harmonize (consolidate) smaller programmes (MOPME)	Assess for consolidation, coordinate design, propose for approval and arrange collaboration for consolidated SSPs	Meeting Briefing Orientation	Social group	Meeting Briefing	Dec 2022	CD, CMC, Cluster Members

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E: Implementation and Monitoring

E.1 Implementation

Effective implementation of the Communication and Advocacy and Action Plan to implement the Gender Policy of the NSSS will be the responsibility of all SSP implementing and supporting ministries.

E.1.1 Institutions and their roles in implementation

a. **Ministries/divisions:** The relevant ministries/divisions will be responsible for the implementation of the communication actions identified in the action plan. A well-designed communication plan with appropriate channels and materials suitable for the target audience will make the communication effective. The communication could be through discussions, dialogues, meetings, mass media based on the audience and purpose of communication. The ministries will identify ways for communication, determine channels and allocate resources to implement the actions towards a gender integrated communication to reach audience. It will be aimed at influencing both demand and supply side to achieve the aims of the Gender Strategy and the NSSS. The annual work plan of the ministry/divisions will make this plan an integral part and undertake measures for communication and coordination for consolidation, upscaling, expansion and closure of SSPs as necessary and as per the decision of the Cluster and CMC.

b. **Ministry of Women and Children Affairs**: MOWCA will support for integration of gender perspectives in consolidated and expanded programmes and in communication for reaching women, children, and disadvantaged target groups ensuring a gender perspective. MOWCA will lead the communication for designing the consolidated Child Benefit Programme and the Vulnerable Women Benefit Programmes. MOWCA will make all relevant communications to assess and consider all programmes of other ministries for integration in the consolidated programmes. MOWCA will maintain regular communication with the Gender Focal Points of the concerned ministries/divisions or the nominated officials to ensure that GE is mainstreamed.

c. **General Economics Division**: GED of the Planning Commission will support in communicating the monitoring system, indicators etc. for the assessment of GE results of SSPs and provide guidance on priorities and trends for SSPs.

d. **Statistics and Informatics Division**: SID will communicate matters related to a comprehensive household database by the BBS and preparing a consolidated list of social security recipients in a sex-disaggregated manner. BBS will provide disaggregated data for SSP planning and assessment.

e. **Finance Division:** Finance Division will support financing for the Communication plans, the consolidated CBP, VWB and other such programmes as necessary and facilitate dialogue with donors.

E.1.2 Coordination

a. **Central Management Committee (CMC)**: The CMC under the Cabinet Division will review and approve this plan and oversee that appropriate communication is undertaken by all to make the reforms and the SSPs effective. CMC will also oversee that planning, monitoring and capacity related communications are effectively undertaken and address gender aspects. CMC in its regular meetings

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will meet with the representatives of the different ministries to follow up, monitor and advise on the future steps. CMC will guide any modification of the Actin Plan based on its observation.

b. Cluster coordinating ministries/divisions: The actions and activities under the Action Plan will be coordinated by the lead coordinating ministry or division. The Lead will coordinate and ensure that appropriate and necessary communication is ensured within and outside the clusters and the CMC to achieve the objectives and results from the SSPs. Particularly, the communication and coordination among ministries and clusters for consolidation of programmes and ensuring services will be followed up during cluster meetings. Consolidation plans will include communication methodology to reach the community effectively and promoting gender equality.

c. Social Security /Gender Focal Points of the ministries/divisions: The Social Security /Gender Focal Points of the Ministries/divisions will be responsible for ensuring appropriate communication with field, clusters and the CMC, integrating gender perspectives within communication and projects/programmes, facilitating women's empowerment, guiding for maintaining sex disaggregated data to monitor gender-based results of SSPs.

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Contribution:

Gender Focal Points of 35 social security implementing ministries / divisions of the Government of Bangladesh

Strategy Developed by:
Gender / Central Management Committee (CMC) Focal Points of 35 Ministries and Social Security Policy Support (SSPS) Programme Team

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