

Stakeholder Engagement Plan (SEP)
**"Promoting Gender Equality and Social Inclusion in
Schools Building on What Children Value and Aspire to
Do and Be"**

January 2026

Stakeholder Identification and Analysis

Task 1: Identify your stakeholders (Please fill in these blanks)

1. District Level Stakeholders (Strategic, Policy & Oversight)

Government Authorities

- **Deputy Commissioner (DC)** – Overall district coordination and administrative support
- **Additional Deputy Commissioner (Education / HRM)** – GESI mainstreaming support
- **District Education Officer (DEO)** – Secondary education oversight, school-level GESI integration
- **District Primary Education Officer (DPEO)** – Primary schools' GESI practices
- **Women Affairs and Child Affairs Officer (District)** – Gender equality, girls' empowerment initiatives
- **District Social Welfare Officer** – Child rights, protection, inclusion

Civil Society & Influencers

- **District-level NGOs / INGOs working on Education, Gender, Disability, Child Rights**, such as BRAC, Save the Children, Room to Read, Mukti Cox's Bazar, CODEC, UNICEF, Representative of NGO Platform
- **Press Club / District-level Media** – Advocacy and positive messaging on GESI
- **Religious Leaders / Cultural Leaders (progressive voices)** – Social norm change

2. Upazila Level Stakeholders (Implementation & Community Linkage)

Government & Education Administration

- **Upazila Nirbahi Officer (UNO)** – Key authority for coordination and approvals
- **Upazila Secondary Education Officer (USEO)** – Secondary school GESI integration
- **Upazila Education Officer (UEO)** – Primary school GESI implementation
- **Upazila Women Affairs Officer** – Girls' participation, life skills, gender awareness
- **Upazila Social Services Officer** – Disability inclusion, vulnerable children support

Local Government Institutions

School & Community-Level Stakeholders

- **Ad-hoc Committee member** who acts as SMC's (School Management Committees)
- **Parent-Teacher Association (PTA)**
- **Head Teachers & Teachers (Male & Female)**
- **LIKE Club / Student Clubs (Girls, Boys, Students with Disabilities)**
- **Parents & Caregivers**

Civil Society & Community Influencers

- **Local NGOs / CBOs** working on education, disability, gender, child protection
- **Youth Groups / Adolescent Clubs**
- **Community & Religious Leaders** – For norm change and acceptance of GESI
- **Local Media / Journalists**

Task 2: How would you analyze your stakeholders? (Please fill in these blanks)

We analyze our stakeholders using a **systematic and participatory stakeholder analysis approach** with a strong **Gender Equality and Social Inclusion (GESI) lens**.

First, we **identify all relevant stakeholders** at the district, upazila, school, and community levels, including government officials, education authorities, teachers, the ad hoc committee, parents, students (girls, boys, children with disabilities), NGOs, and media.

Second, we **categorize stakeholders** based on their **level of influence and interest** in promoting GESI in schools. This helps us understand who the key decision-makers, implementers, influencers, and rights holders.

Third, we **assess stakeholders' roles, responsibilities, and capacity** to support GESI objectives, including their awareness, commitment, and potential resistance to gender and social inclusion issues.

Fourth, we **analyze power dynamics and inclusion gaps**, focusing on whether marginalized groups—such as girls, children with disabilities, ethnic minorities, and disadvantaged students—are meaningfully represented and able to participate.

Stakeholder Engagement Plan (Linked to Power Dynamics Analysis)

Stakeholder Group	Level of Power	Level of Support for GESI	Key Role	Engagement Strategy	Key Activities	Frequency
DC / ADC	High	Medium	Policy approval, coordination	Keep satisfied & advocate	Courtesy meetings, policy briefs, progress updates	Quarterly
DEO / DPEO	High	High	Education oversight	Engage as GESI champions	Joint planning, review meetings, official endorsements	Monthly/Quarterly
UNO	High	High	Upazila coordination	Collaborative partnership	Coordination meetings, field visits, problem-solving	Monthly
UEO / USEO	Medium–High	High	School-level implementation	Close engagement & capacity building	Training, monitoring visits, technical support	Monthly
Head Teachers	Medium	High	School leadership	Empower & co-lead	School action plans, mentoring, review sessions	Monthly
Teachers	Low–Medium	High	Classroom implementation	Capacity strengthening	GESI training, peer learning, coaching	Regular

SMC / PTA	Low–Medium	Medium	Community oversight	Awareness & inclusion	Sensitization meetings, dialogue sessions	Quarterly
Parents	Low	Medium	Student support at home	Community engagement	Parent meetings, awareness sessions	Quarterly
Students (Girls, Boys, CwD)	Low	High	Rights holders	Empower & amplify voices	LIKE Clubs, leadership activities, feedback forums	Ongoing
Local NGOs / CBOs	Low–Medium	High	Technical & community support	Strategic collaboration	Joint activities, referrals, learning exchange	As needed
Media	Medium	Medium	Public awareness	Positive influence & visibility	Press briefings, success stories	As needed

Task 3 How would you engage your stakeholders? (Please fill in these blanks)

Engaging stakeholders is crucial for building support, gathering input, and fostering collaboration throughout a project or decision-making process. Here's a guide on how to effectively engage stakeholders:

- **Identify Key Stakeholders:** Determine which stakeholders are most critical to the success of the project or decision. These are typically those with high influence, interest, or dependency on the outcome.
- **Understand Stakeholder Needs and Expectations:** Conduct stakeholder analysis to understand each stakeholder's interests, concerns, objectives, and preferred communication channels. This will help tailor engagement strategies to meet their needs effectively.
- **Establish Clear Objectives and Goals:** Clearly define the purpose and objectives of stakeholder engagement. Communicate these goals transparently to stakeholders to ensure alignment and clarity.

- **Develop a Stakeholder Engagement Plan:** Create a comprehensive plan outlining how, when, and through which channels stakeholders will be engaged throughout the project lifecycle. Consider various engagement methods such as meetings, workshops, surveys, focus groups, online forums, and one-on-one discussions.
- **Communicate Effectively:** Maintain open, honest, and transparent communication with stakeholders. Provide regular updates on project progress, milestones, challenges, and decisions. Use clear and concise language to ensure understanding.
- **Seek Input and Feedback:** Actively solicit input and feedback from stakeholders at key stages of the project. Encourage them to share their perspectives, ideas, concerns, and suggestions. Demonstrate that their input is valued and will be considered in decision-making processes.
- **Empower Stakeholders:** Empower stakeholders by involving them in decision-making processes where appropriate. Provide opportunities for them to contribute ideas, collaborate on solutions, and take ownership of certain aspects of the project.
- **Address Concerns and Resolve Conflicts:** Listen attentively to stakeholders' concerns and address them in a timely and respectful manner. Be proactive in resolving conflicts and finding mutually beneficial solutions.
- **Provide Recognition and Acknowledgment:** Recognize and acknowledge the contributions of stakeholders to the project's success. Publicly acknowledge their efforts, feedback, and support to reinforce positive relationships and encourage continued engagement.
- **Evaluate and Adapt Engagement Strategies:** Continuously evaluate the effectiveness of stakeholder engagement efforts. Solicit feedback from stakeholders on the engagement process and outcomes, and use this information to refine and adapt engagement strategies as needed.

Task 4 How would you monitor your stakeholders? (Please fill in these blanks)

Monitoring stakeholders involves keeping track of their activities, interests, concerns, and engagement throughout a project or decision-making process.

Here's how we can effectively monitor stakeholders:

- **Maintain Stakeholder Register:** Create and maintain a stakeholder register that includes information such as stakeholder names, roles, contact details, interests, influence, and engagement history. Update this register regularly to reflect any changes or developments.
- **Track Stakeholder Communication:** Keep a record of all communication with stakeholders, including emails, meeting minutes, phone calls, and other interactions.

Document key discussions, decisions, action items, and follow-up tasks to ensure accountability and transparency.

- **Monitor Engagement Levels:** Assess the level of engagement and participation of stakeholders throughout the project lifecycle. Track attendance at meetings, responsiveness to communication, participation in surveys or consultations, and other indicators of engagement.
- **Gather Feedback:** Actively entreat feedback from stakeholders on their satisfaction with the engagement process, project progress, and any concerns or issues they may have. Use surveys, focus groups, interviews, or feedback forms to gather this information systematically.
- **Assess Stakeholder Sentiment:** Monitor stakeholder sentiment and perceptions to measure their attitudes and reactions towards the project or decision. Pay attention to any signs of dissatisfaction, resistance, or discontent, and take proactive steps to address concerns and mitigate risks.
- **Identify Emerging Stakeholders:** Stay vigilant for any new stakeholders that may emerge throughout the project. Keep an eye out for individuals, groups, or entities that may become affected by or interested in the project and update the stakeholder register accordingly.
- **Analyze Stakeholder Interactions:** Analyze the nature and frequency of interactions between stakeholders to identify patterns, alliances, conflicts, or areas of collaboration. This can provide insights into the dynamics of stakeholder relationships and help inform engagement strategies.
- **Monitor External Environment:** Stay informed about external factors, events, or developments that may impact stakeholders or the project itself. This includes changes in regulatory requirements, market conditions, industry trends, or public opinion that may influence stakeholder attitudes and behaviors.
- **Review Stakeholder Engagement Plan:** Regularly review and update the stakeholder engagement plan based on monitoring data and feedback received. Adjust engagement strategies, communication channels, and activities as needed to better meet the needs and expectations of stakeholders.
- **Document Lessons Learned:** Document lessons learned from stakeholder engagement activities and outcomes. Identify what worked well, what could be improved, and any best practices or insights that can be applied to future projects or initiatives.

Task 5 How would you utilize a certain methodology for meaningful engagement? (Please fill in these blanks)

The International Association for Public Participation (IAP2) Spectrum of Public Participation. This methodology provides a framework for understanding the level of engagement and tailoring strategies accordingly.

Here's how we can utilize this methodology for meaningful engagement:

- **Define Objectives and Scope:** Start by clearly defining the objectives and scope of the stakeholder engagement effort. Determine what you aim to achieve through engagement, such as gathering input for decision-making, building consensus, or fostering collaboration.
- **Identify Stakeholders:** Conduct a thorough stakeholder analysis to identify all relevant stakeholders who may be impacted by or have an interest in the project. Categorize stakeholders based on their level of influence, interest, and potential impact on the project.
- **Select Level of Engagement:** Referencing the IAP2 Spectrum of Public Participation, determine the appropriate level of engagement for each stakeholder group based on their interests, needs, and the nature of the project. The spectrum ranges from Inform, Consult, Involve, Collaborate, to Empower.
- **Tailor Engagement Strategies:** Develop tailored engagement strategies and activities for each level of the spectrum. For example:
 - **Inform:** Provide stakeholders with relevant information about the project through newsletters, website updates, or public notices.
 - **Consult:** Seek input and feedback from stakeholders through surveys, focus groups, or public meetings.
 - **Involve:** Engage stakeholders in decision-making processes through workshops, advisory committees, or participatory planning sessions.
 - **Collaborate:** Work collaboratively with stakeholders to co-create solutions, develop action plans, or design project elements together.
 - **Empower:** Empower stakeholders to take ownership of certain aspects of the project or decision-making process, such as community-led initiatives or citizen-led governance structures.
- **Communicate Clearly and Transparently:** Communicate the purpose, process, and expectations of the stakeholder engagement effort clearly and transparently to all stakeholders involved. Provide information about how their input will be used and the timeline for engagement activities.
- **Facilitate Dialogue and Collaboration:** Facilitate meaningful dialogue and collaboration between stakeholders at each level of engagement. Create opportunities for stakeholders to share their perspectives, ask questions, and contribute to discussions in a respectful and inclusive environment.

- **Encourage Inclusivity and Diversity:** Ensure that the stakeholder engagement process is inclusive and accessible to all stakeholders, including those from diverse backgrounds, perspectives, and interests. Take proactive steps to reach out to marginalized or underrepresented groups and ensure their voices are heard.
- **Listen Actively and Respond Appropriately:** Actively listen to stakeholders' concerns, feedback, and suggestions with an open mind and willingness to understand their perspectives. Respond to their input promptly and appropriately, demonstrating that their contributions are valued and taken seriously.
- **Evaluate and Repeat:** Continuously evaluate the effectiveness of the stakeholder engagement process by entreating feedback from participants, monitoring engagement metrics, and assessing progress toward objectives. Use this information to iterate and improve engagement strategies as needed throughout the project lifecycle.
- **Document and Share Outcomes:** Document the outcomes, decisions, and actions resulting from the stakeholder engagement process and share them with stakeholders and other relevant parties. Provide feedback on how stakeholder input influenced decisions and contributed to project outcomes.

Task 6 (Please fill in these tables)

Project Stage	Target Stakeholders	Information to be Disclosed	Methods and Timing Proposed
Inception Phase (March 2024 – May 2024)	• Deputy Commissioner (DC) • Additional DC (Education/HRM) • District Education Officer (DEO) • District Primary Education Officer (DPEO) • District Women & Child Affairs Officer • District Social Welfare Officer • District NGOs/INGOs (BRAC, Save the Children, Room to Read, CODEC, UNICEF, Mukti Cox's Bazar, NGO Platform reps) • Press Club / District Media • Progressive Religious & Cultural Leaders	• Project vision, objectives, and scope • Introduction of GESI framework and expected outcomes • District-level coordination mechanism • Roles of district authorities and partners • Implementation of upazilas and target schools overview	• District inception meeting chaired by DC/DEO • Workshops with district education offices • Stakeholder orientation sessions • Email and document sharing (PP, concept note) • Individual consultations with key officials

Design Phase (June 2024 – Feb 2025)	District + Upazila Level Stakeholders (Planning & Consultation) Upazila Government & Education Administration • Upazila Nirbahi Officer (UNO) • Upazila Secondary Education Officer (USEO) • Upazila Education Officer (UEO) • Upazila Women Affairs Officer • Upazila Social Services Officer Civil Society & Influencers • Local NGOs/CBOs • Youth/Adolescent Clubs • Community & Religious Leaders • Local Media/Journalists	• Stakeholder mapping and engagement plan • School selection criteria and beneficiary targeting • GESI Diagnosis Framework tools (survey, FGD guides) • Identification of inclusion priorities (girls, disability, vulnerable children) • Consultation findings and design adjustments	• Upazila-level consultation workshops • School/community discussions • Technical review meetings with SMEs • Remote follow-up meetings • Sharing draft tools and feedback incorporation
Implementation & Capacity Building Phase – Part 1 (March 2025 – Oct 2025)	School & Community-Level Stakeholders (Implementation & Capacity Building) School Governance & Education Actors • Ad-hoc Committee members acting as SMCs • Parents • Head Teachers & Teachers (Male & Female) Student & Parent Groups • LIKE Clubs / Student Clubs (Girls, Boys, Students with Disabilities) • Parents & Caregivers Service Providers • Training facilitators, data teams, support vendors	• Detailed implementation schedule and school activity plans • Teacher training modules on inclusive pedagogy • Student-friendly capability and wellbeing activities • Data collection processes (baseline surveys, FGDs) • Feedback mechanisms for students/teachers	• Capacity-building training sessions in schools • Regular monitoring visits and supervision • Data collection, analysis, and feedback workshops • Monthly coordination meetings • Continuous reporting via email and shared presentations
Implementation & Capacity Building Phase –	End Users + Regulatory & Community Support Structures • Students	• Interim progress findings and learning • Compliance requirements and	• Refresher trainings and mentoring • Community dialogues and inclusion forums •

Part 2 (Nov 2025 – July 2026)	(girls, boys, children with disabilities) • Teachers and Head Teachers • Upazila and District Education Offices (UEO, USEO, DEO) • Women Affairs and Social Services Offices • Community & Religious Leaders for norm change	approvals from authorities • Strengthening community acceptance of GESI • Additional support strategies for marginalized learners • Sustainability planning with government and schools	Review meetings with education authorities • Monitoring reports shared with UNO/DEO • Workshops and remote coordination meetings
Results Dissemination Phase (Aug 2026 – Feb 2027)	District + Community Stakeholders (Knowledge Sharing & Scale-Up) • District Government Authorities (DC, DEO, DPEO) • District NGOs/INGOs and Educa		

Task 7 (Please fill in these tables)

Project Stage	Topic of Consultation / Message	Method Used	Target Stakeholders	Responsibilities
Inception Phase (March 2024 – May 2024)	• Project introduction, vision, and objectives • Agreement on district-level coordination and oversight • Initial discussion on GESI priorities in Cox's Bazar schools • Roles of government and civil society partners	• District inception meetings • Orientation workshops • Individual consultations • Email and PowerPoint sharing	District Level Stakeholders • DC, Additional DC (Education/HR M) • DEO, DPEO • District Women & Child Affairs Officer • District Social Welfare Officer • District NGOs/INGOs (BRAC, UNICEF, CODEC etc.) •	• Project Team ensures coordination and reporting • District authorities provide approvals and strategic guidance • NGOs/INGOs support alignment with existing education and

			Press Club / Media	protection initiatives
Design Phase (June 2024 – Feb 2025)	• Stakeholder mapping and school selection consultations • Finalization of GESI Diagnosis Framework tools (survey, FGDs) • Identifying inclusion needs (girls, disability, marginalized children) • Development of implementation and capacity-building plan	• Upazila consultation workshops • Technical review sessions • School/community meetings • Remote discussions and document sharing	District + Upazila Stakeholders • UNO • USEO, UEO • Upazila Women Affairs Officer • Upazila Social Services Officer • Local NGOs/CBOs • Youth/adolescent clubs • Community and religious leaders	• Project Team leads tool design and feedback incorporation • Upazila officials validate school-level feasibility • Community stakeholders ensure culturally appropriate and inclusive design
Implementation & Capacity Building Phase Part 1 (March 2025 – Oct 2025)	• Teacher training on inclusive pedagogy and capability-based education • Establishment of LIKE Clubs and student participation mechanisms • Baseline data collection and monitoring systems • School-level GESI action planning	• School-based trainings • Regular monitoring visits • Data collection (survey, FGDs) • Workshops and coordination meetings	School & Community-Level Stakeholders • Head Teachers and Teachers • Ad-hoc Committee members acting as SMCs • PTA members • LIKE Clubs / Student groups (girls, boys, students with disabilities) • Parents and caregivers	• Teachers implement inclusive classroom practices • Project Team provides training, mentoring, monitoring • School committees support governance and community engagement • Students and parents provide feedback and participation
Implementation & Capacity Building Phase Part 2 (Nov 2025 – July 2026)	• Review of progress and midline learning • Strengthening community acceptance and norm change on	• Refresher trainings • Community dialogues and forums • Upazila and district review meetings	End Users + Regulatory Stakeholders • Students and teachers • Upazila Education	• Government authorities ensure compliance and sustainability • Project Team facilitates learning and

	gender inclusion • Additional support for vulnerable learners • Compliance updates with education authorities	Monitoring reports and feedback sessions	Offices (UEO, USEO) • DEO/DPEO • Women Affairs and Social Services offices • Religious and community leaders	improvement actions • Community leaders support social norm change • Schools strengthen inclusion measures for marginalized groups
Results Dissemination Phase (Aug 2026 – Feb 2027)	• Sharing final project results, lessons learned, and good practices • Evidence of improved GESI environment in schools • Policy recommendations and scale-up planning • Advocacy through media and partner networks	• District dissemination workshops/events • Community sharing meetings • Final reports, briefs, case studies • Media engagement and digital distribution	District + Community Stakeholders • DC, DEO, DPEO • District NGOs/INGOs and education platforms • Press Club / Media • Parents, youth groups, community leaders • Partner organizations and suppliers	• Project Team prepares and disseminates findings • District authorities support institutionalization in education system • NGOs/partners promote replication and advocacy • Media ensures positive messaging and awareness

What are the Resources, and who are the responsibilities for implementing stakeholder engagement activities?

Resources

1. Human Resources

- Head of Social Development
- Project Manager
- Head of MEL
- Research Associate
- Education Facilitators
- Finance & Admin Assistant
- Social, Education, Gender, and Inclusion Specialists
- Trainers and Capacity-Building Facilitators

2. Financial Resources

- Budget allocation for stakeholder meetings and workshops
- Costs for training sessions, venue rental, refreshments, and materials
- Travel and field visit expenses for project staff
- Support for community-level consultations and dissemination events

3. Logistical and Operational Resources

- Meeting venues at district, upazila, and school levels
- Transportation facilities for field travel
- Communication tools (mobile, internet, online meeting platforms)
- Office supplies and operational support

4. Technical Resources

- GESI Diagnosis Framework tools (survey questionnaires, FGD guides)
- Training manuals and teacher activity book materials
- Data management and reporting software (Excel, SPSS, Stata)
- Monitoring templates and stakeholder feedback mechanisms

5. Information and Communication Materials

- PowerPoint presentations and briefing notes
- Stakeholder engagement plan and consultation schedules
- IEC materials on gender equality, disability inclusion, child rights
- Project progress reports, policy briefs, and final dissemination documents

6. Institutional and Partnership Resources

- Support from District Administration and Education Offices
- Collaboration with NGOs/INGOs (BRAC, UNICEF, Save the Children, CODEC, etc.)
- Engagement of School Management Committees (SMCs), PTAs, LIKE Clubs
- Community and religious leaders for social norm change

Management functions and responsibilities - roles of the team

- **Head of Social Development:** Provides overall strategic guidance, ensures GESI mainstreaming, and leads coordination with district-level stakeholders.
- **Project Manager:** Manages day-to-day project implementation, coordinates stakeholder engagement activities, supervises field teams, and ensures timely delivery of project outputs.
- **Research Associate:** Supports data collection, analysis, documentation of findings, and preparation of reports, knowledge output, and products.
- **Head of MEL:** Oversees monitoring, evaluation, learning, and accountability; ensures quality data collection, reporting, and feedback integration.
- **Education Facilitators:** Conduct school-based trainings, support teachers and LIKE clubs, and promote inclusive and capability-based learning practices.
- **Finance and Admin Assistant:** Provides administrative and financial support, manages logistics for meetings and trainings, and ensures proper budget tracking and compliance.

What will the Project's Grievance Redress Mechanism (GRM) be to assist in recording, processing, and resolving complaints and grievances in a timely, effective, and efficient manner that satisfies all parties?

The GESI Project will establish a **Grievance Redress Mechanism (GRM)** to ensure complaints and grievances are recorded, processed, and resolved fairly, efficiently, and transparently.

Key Features:

- **Accessibility:** GRM will be open to all stakeholders, including students, teachers, parents, and community members. Multiple channels will be available: suggestion boxes in schools, hotline/phone, email, and direct reporting to project staff.
- **Recording:** All complaints will be documented in a GRM register with date, source, nature of complaint, and affected parties.
- **Processing:** The project team will acknowledge receipt of grievances within 3 working days, review details, and categorize them (urgent, routine, systemic).
- **Resolution:** Appropriate corrective actions will be taken within 10–15 working days depending on the nature of the grievance. Actions may include mediation, policy clarification, support for affected individuals, or changes in project implementation.

- **Transparency:** Complainants will be informed about the progress and outcome of their grievance.
- **Confidentiality and Protection:** Sensitive complaints (e.g., child protection, gender-based issues) will be handled confidentially, ensuring no retaliation for reporting.
- **Escalation:** Unresolved grievances at the project level can be escalated to district authorities or relevant government bodies.

Task 8 How would you monitor and report your stakeholder engagement?

Stakeholder engagement will be monitored and reported systematically to ensure participation, inclusion, and accountability:

- **Tracking Participation:** Maintain records of all consultations, trainings, meetings, and workshops, including attendance by gender, age, and disability groups.
- **Field Monitoring:** Regular school and community visits by the Project Manager, Research Associate, Education Facilitators team to observe engagement activities and gather feedback.
- **Feedback Collection:** Conduct FGDs, surveys, and suggestion channels to capture stakeholder perceptions and concerns.
- **Data Analysis and Reporting:** The Research Associate will analyze engagement data, track progress, identify challenges, and prepare monthly, quarterly, and annual reports.
- **Reporting Channels:** Reports will be shared with district and upazila authorities, project partners, and donors; key findings and lessons will be disseminated through workshops and community meetings.
- **Integration with GRM:** Stakeholder feedback and grievances will feed into the GRM process, ensuring timely corrective action and continuous improvement.