

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	List of information to be disclosed	Methods and timing proposed
Inception Phase (March 2024 - May 2024)	● Project Initiators/Sponsors: Individuals or groups who propose and champion the project. ● Project Managers/Team: Professionals responsible for planning, organizing, and coordinating the project.	● They provide the initial vision, objectives, and resources necessary to kickstart the project. ● They oversee the preparation stage, including defining project scope, developing timelines, and allocating resources.	Meetings, workshops, remote meetings, individual discussions, PP Sharing. emailing.

Design Phase (June 2024 - Feb 2025)	● Subject Matter Experts (SMEs): Experts in specific domains relevant to the project who provide technical knowledge, guidance, and input during the preparation stage. ● Internal Stakeholders: Individuals or groups within the organization who may be affected by or have an interest in the project. ● External Stakeholders: Individuals or groups outside the organization who may be impacted by the project or have a stake in its outcomes. ● Consultants/Advisors: External consultants or advisors who provide	● Share/guide the technical support, knowledge, and expertise. ● Executives, department heads, employees, and committee members are listed. ● Targeted beneficiaries, possible suppliers, partners, regulatory agencies, and community groups are listed. ● Terms of Reference of the Consultants	Meetings, workshops, remote meetings, individual discussions, PP Sharing. emailing.

	specialized expertise or guidance during the preparation stage, such as legal advisors, environmental consultants, or project management consultants.		
Implementation and Capacity Building Phase Part 1 (March 2025 - Oct 2025)	● Project Team: The core team is responsible for executing the project plan and delivering the project objectives. ● Contractors/Service Providers: External vendors or service providers hired to deliver specific components or tasks within the project.	● This includes project managers, team members, and support staff who need to be onboarded. ● The construction contractors, IT vendors, or marketing agencies are hired. ● Their needs, preferences, and feedback are essential during the implementation stage to ensure the final deliverables meet their expectations	Training, Meetings, Data Collection, Data analysis and feedback, regular monitoring and supervision, workshops, remote meetings, individual discussions, PP Sharing. emailing.
Implementation and Capacity Building Phase Part 2 (Nov 2025 - July 2026)	● End Users/Clients: Individuals or groups who will directly benefit	● Their approvals, permits, or certifications may be required during the	Training, Meetings, Data Collection, Data analysis and feedback, regular monitoring and supervision,

	from or interact with the project outcomes. ● Regulatory Agencies: Government agencies or regulatory bodies overseeing compliance with relevant laws, regulations, and standards.	implementation stage. ● Their involvement and support can be critical, especially for projects with potential social, environmental, or cultural implications.	workshops, remote meetings, individual discussions, PP Sharing. emailing.
Results Dissemination Phase (Aug 2026 - Feb 2027)	● Community Stakeholders: Residents, community organizations, or advocacy groups who may be impacted by the project. ● Suppliers/Partners : External entities that provide goods, services, or support to the project.	● Maintaining positive relationships with suppliers and partners is crucial for ensuring timely delivery of materials and resources.	Training, Meetings, Data Collection, Data analysis and feedback, regular monitoring and supervision, workshops, remote meetings, individual discussions, PP Sharing. emailing.

Task 7 (Please fill in these tables)

Project Stage	Topic of consultation/message	Method used	Target Stakeholders	Responsibilities
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Inception Phase (March 2024 - May 2024)	• They provide the initial vision, objectives, and resources to kickstart the project. • They oversee the preparation stage, including defining project scope, developing timelines, and allocating resources.	Meetings, workshops, remote meetings, individual discussions, PP Sharing, emailing.	• Project Initiators/Sponsors: Individuals or groups who propose and champion the project. • Project Managers/Team: Professionals responsible for planning, organizing, and coordinating the project.	• Senior Management of the Organization. • Project Manager • Communication Specialist • Procurement and Logistics Specialist/manager • Project Officer/Technical Officer • Facilitators/community mobilizer • Subject Matter Experts • Administrative and Finance Staff: Evaluation Team
Design Phase (June 2024 - Feb 2025)	• Share/guide the technical support, knowledge, and expertise. • Executives, department heads, employees, and committee members are listed. • Targeted beneficiaries, possible suppliers,	Meetings, workshops, remote meetings, individual discussions, PP Sharing, emailing.	• Subject Matter Experts (SMEs): Experts in specific domains relevant to the project who provide technical	• Senior Management of the Organization. • Project Manager • Communication Specialist • Procurement and Logistics Specialist/manager

	partners, regulatory agencies, and community groups are listed. • Terms of Reference of the Consultants		knowledge , guidance, and input during the preparation stage. • Internal Stakeholders: Individuals or groups within the organization who may be affected by or have an interest in the project. • External Stakeholders: Individuals or groups outside the organization who may be impacted by the project or have a stake in its outcomes. • Consultants/Advisors : External consultants or	• Project Officer/Technical Officer • Facilitators/ community mobilizer • Subject Matter Experts • Administrative and • Finance Staff: Evaluation Team
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			advisors who provide specialized expertise or guidance during the preparation stage, such as legal advisors, environmental consultants, or project management consultants.	
Implementation and Capacity Building Phase Part 1 (March 2025 - Oct 2025)	• This includes project managers, team members, and support staff who need to be onboarded. • The construction contractors, IT vendors, or marketing agencies are hired.	Training, Meetings, Data Collection, Data analysis and feedback, regular monitoring and supervision, workshops, remote meetings, individual discussions, PP Sharing, emailing.	• Project Team: The core team is responsible for executing the project plan and delivering the project objectives. • Contractors/Service Providers: External	• Senior Management of the Organization. • Project Manager • Communication Specialist • Procurement and Logistics Specialist/manager • Project Officer/Technical Officer • Facilitators/

			vendors or service providers hired to deliver specific components or tasks within the project.	community mobilizer ● Subject Matter Experts ● Administrative and ● Finance Staff: Evaluation Team
Implementation and Capacity Building Phase Part 2 (Nov 2025 - July 2026)	● Their needs, preferences, and feedback are essential during the implementation stage to ensure the final deliverables meet their expectations. ● Their approvals, permits, or certifications may be required during the implementation stage.	Training, Meetings, Data Collection, Data analysis and feedback, regular monitoring and supervision, workshops, remote meetings, individual discussions, PP Sharing, emailing.	● End Users/Clients: Individuals or groups who will directly benefit from or interact with the project outcomes. ● Regulatory Agencies: Government agencies or regulatory bodies responsible for overseeing compliance with relevant laws, regulations	● Senior Management of the Organization. ● Project Manager ● Communication Specialist ● Procurement and Logistics Specialist/manager ● Project Officer/Technical Officer ● Facilitators/community mobilizer ● Subject Matter Experts ● Administrative and ● Finance Staff: Evaluation Team

			, and standards.	
Results Dissemination Phase (Aug 2026 - Feb 2027)	• Their involvement and support can be critical, especially for projects with potential social, environmental, or cultural implications. • Maintaining positive relationships with suppliers and partners is crucial for ensuring timely delivery of materials and resources.	Training, Meetings, Data Collection, Data analysis and feedback, regular monitoring and supervision, workshops, remote meetings, individual discussions, PP Sharing, emailing.	• Community Stakeholders: Residents, community organizations, or advocacy groups who may be impacted by the project. • Suppliers/ Partners: External entities that provide goods, services, or support to the project.	• Senior Management of the Organization. • Project Manager • Communication Specialist • Procurement and Logistics Specialist/ manager • Project Officer/Technical Officer • Facilitators/ community mobilizer • Subject Matter Experts • Administrative and Finance Staff: • Evaluation Team

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

Resources

- **Financial Resources:** Budget allocation for organizing engagement activities, hiring external consultants or facilitators if necessary, and covering any related expenses such

as venue rental, catering, or materials.

- **Human Resources:** Personnel with the skills and expertise to plan, coordinate, and execute stakeholder engagement activities. This includes project managers, communication specialists, facilitators, and support staff.
- **Technological Resources:** Tools and platforms for communication, collaboration, and data management. This may include email, video conferencing software, online survey tools, project management software, and social media platforms.
- **Informational Resources:** Relevant information, data, and documentation about the project or initiative to share with stakeholders. This may include project plans, reports, studies, presentations, and other materials to inform stakeholders and facilitate discussions.
- **Physical Resources:** Facilities and equipment for hosting engagement activities, such as meeting rooms, audiovisual equipment, signage, and seating arrangements. Accessibility considerations should also be taken into account to ensure all stakeholders can participate comfortably.
- **Time:** Sufficient time allocated for planning, organizing, and conducting stakeholder engagement activities. This includes scheduling meetings, workshops, consultations, and follow-up actions to ensure meaningful participation and dialogue.

Management functions and responsibilities - roles of the team

Project Manager: Overall responsibility for planning, coordinating, and overseeing stakeholder engagement activities throughout the project lifecycle. This includes developing a stakeholder engagement plan, allocating resources, and monitoring progress.

Communication Specialist: Responsible for developing communication strategies, messaging, and materials to effectively engage stakeholders. They may also manage communication channels, such as websites, newsletters, social media, and press releases.

Facilitator: Facilitates stakeholder meetings, workshops, and discussions to ensure productive and inclusive dialogue. They help manage group dynamics, encourage participation, and guide stakeholders toward consensus or decision-making.

Subject Matter Experts: Provide technical expertise and information to stakeholders on specific aspects of the project. They may lead discussions on technical topics, answer questions, and clarify complex issues to ensure stakeholders are well-informed.

Administrative Staff: Provide logistical support for organizing engagement activities, such as scheduling meetings, sending invitations, preparing materials, and recording meeting minutes.

They help ensure smooth operation and coordination of activities.

Evaluation Team: Responsible for evaluating the effectiveness of stakeholder engagement activities and outcomes. They may collect feedback from stakeholders, analyze engagement metrics, and report findings to project stakeholders for continuous improvement.

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?

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

Grievance Redress Mechanism (GRM) is crucial for any project or organization to handle complaints, disputes, or grievances effectively.

- Develop a clear policy outlining the Grievance Redress Mechanism's purpose, scope, and procedures. Ensure it aligns with the values and objectives of the project.
- Communicate the existence and details of the GRM to all stakeholders involved in the project. This could be through orientations, handbooks, or online resources.
- Provide multiple channels through which grievances can be lodged, such as email, hotline, physical suggestion boxes, or online portals. Ensure these channels are easily accessible to all stakeholders.
- Assure confidentiality to those reporting grievances to encourage openness and prevent fear of retaliation.
- Focal PSEA, gender, safeguarding, and issue committee will process for investigating grievances, will be documented, and timelines for resolution. This might involve mediation, negotiation, or escalation to higher authorities if necessary. Ensure that grievances are addressed fairly and impartially, without bias towards any party involved.
- Provide feedback to the parties involved in the grievance process and follow up to ensure that the resolution is satisfactory and that similar issues do not recur.
- Regularly monitor the effectiveness of the GRM and make necessary adjustments based on feedback and evaluation.

Maintain records of all grievances received, actions taken, and outcomes achieved. Regularly report on the status of grievances and the effectiveness of the GRM to relevant stakeholders