

**CAMPAIGN STRATEGY PAPER ON  
RECOGNITION OF WOMEN'S CONTRIBUTION  
MORJADAY GORI SAMATA (MGS)**

**MANUSHER JONNYA FOUNDATION**

CONSULTANTS:

M. B *AKHTER*, OXFAM

SHAMIMA PERVIN, INDEPENDENT CONSULTANT

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## ABBREVIATIONS

BBS	Bangladesh Bureau of Statistics
BHWA	Bangladesh Home Workers Women Association
CHT	Chittagong Hill Tracks
CPD	Centre for Policy Dialogue
DWA	Department of Women Affairs
GDP	Gross Domestic Product
LG	Local Government
MDGs	Millennium Development Goals
MJF	Manusher Jonnya Foundation
MOWCA	Ministry of Women and Children Affairs
NGOs	Non-Government Organizations
PNGOs	Partner Non-Government Organizations
UNSNA	United Nations System of National Guidelines

## **ACKNOWLEDGEMENT**

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## Preface

The Manusher Jonno Foundation (MJF) has initiated a massive campaign plan termed *মর্যাদাস গড়ি সমতা* to transform mass people attitude towards gender equality and relationship. MJF's working experiences at national and local level on gender issues reveal that women's role and contribution to state, society and in family is not recognized and projected properly specially women role at domestic arena. Therefore women's reproductive roles and contribution are being valued as lower status compare to outside role and employments. These attitude and perceptions have been originated from a stereo typed attitude that projected women are dependent and burdens to the family and society. Which is ultimately leads women's lower status in the state, society and to the family as well. Women in Bangladesh continuously are facing discrimination and having lower social status than their male counterparts in every aspects of life which is widely accepted. Without recognize women's contributions it would be difficult to measure the indicators properly even very challenging to sustain the economic and social change. So if we want to accelerate the wheel of development we can't ignore women's contribution in the society. So to recognize women's contribution we need to recognize her roles and involvement in family and in society and hence uplift her position in the society.

MJF strongly believes that if women do not get their due status and recognition, all development goals will remain unfulfilled. Discrimination, deprivation and violence against women are the major obstacle towards achieving the MDGs and government development plans. Given the scenario, MJF has hypothesized that a nationwide campaign to highlight women's contribution will aiming to transform the mass people mind sets regarding women's contribution, improve the perception regarding gender equality and relationship focusing on recognition of women's role and domestic works and thereby raise their social, economic and political status.

Considering above facts MJF has planned for massive and phased campaign starting from their current areas of involvement gradually spreading whole country by involving different stakeholders. It is expected that the massive campaign will lead to break stereo typed mind set and attitude of society towards women and enhance their status at private and public spheres.

## **1.0 Introduction**

This paper represents the internal strategy framework for Manusher Jonnya Foundation to implement the MGS (Morzadai Gori Samata) campaign and create mass awareness among the different development institutions, people and policy makers to recognize women's productive and reproductive role and contribution at family, society and state level. The campaign is titled as Morjaday Gori Samata. This paper elaborated the proposition, approach, methodology, resources and support arrangements for the campaign. The campaign has been designed in consultations with different stakeholders, partners of MJ, government bodies, leaders of women's movement and experts (Annex 1). This is the live document and there will scope to document the learning, challenges and opportunities which will be accommodated over the period of time.

The campaign was officially launched in June 2012 in Bangladesh with a greater enthusiasm to include stakeholders as interest grows. The prime idea to implement the campaign activities is to integrate with the MJF on-going programs and projects. However, it is envisioned that local educational institutions along with civil society organizations will integrate key campaign messages in their daily activities and organizational structure.

The campaign is going to be implemented on phase basis and the initial phase of the campaign will run for three years, which is June 2012 to July 2015. The next phase will be designed based on the outcome, interest of the stakeholders, resource mobilization by MJ and the partner NGOs. It is expected that campaign will cover all over Bangladesh including six divisions and the Chittagong Hill Tracts (CHT).

### **1.1 Importance to recognize women's role contribution:**

As elsewhere, task and role are typically divided along gender lines, and widely accepted, men being responsible for "outside" work and women for household works and child care. So, men have a far easier time than women in term mobility, going outside, not responsible for domestic role and involving in paid employment. With their cash earning space and societal given assignment men are considered to be the head of the family and its most important member, while the remaining family members usually women and children are perceived as economically and socially dependent even women are involved in economic activities or earning cash. They receive subordinated and degraded status only because of division of labour. Despite women's substantial contribution to their households and to the country's economy they are discriminated in all spheres (personal, private and public) and at all levels. Be it a poor village woman or an educated urban woman, the realities for them is mostly the same -- a subordinate position relative to men both within and outside the household. Notion of women's labour power and gender division of labour largely contribute to degraded status of women.

It needs to explain what the productive works are and what the reproductive works apart of women's biological role. We can easily recognise that, numbers of reproductive works/role which women are playing like cleaning, washing, cooking or nursing are not recognize as paid/exchangeable work whereas the same works/roles being performed coming from outside families are compel to pay. It is also true that, status wise household works always devalued compare to outside works irrespective to remuneration. For example, in Bangladesh the garments labour feels proud compare to work as house-made even though getting less payment. Women also involved in paid labour by staying at home, such as involved in handicraft works, income generating works apart from their role to contribute in productive role by involving agriculture works, livestock works, running family business etc. However, any work that receives little pay is

considered as secondary or unimportant works and labelled as “women’s work”, despite the fact that such work actually brings tangible economic benefits to the family. Hence, household work, childcare and productive works carried out at even at household level are considered to be less monetary and social value.

As in the family and society, state also does not value women’s unpaid work. There are several problems with calculations of GDP. Under the United Nations System of National (UNSNA) guidelines, women’s labour is generally only counted in national accounts if it takes place in the paid workforce, be it in a factory, on a farm, or in an office. According to the 1953 UNSNA definition, production means “all primary production, whether exchanged or not” (Waring 1998). So, if a woman works, but is not paid, then her labour does not count for anything in terms of national measurements of wealth. If a man grows vegetables as his primary occupation, then those vegetables are registered as part of national wealth, even those that are consumed at his home rather than sold on the market. But if a woman grows vegetables for home consumption, they do not count unless she is growing them as her primary occupation.

It is very difficult for most women to explain exactly which of their many occupations (taking care of children, maintaining house cleaning, cooking, doing farm work, helping their husband with other income generating work, and so on) is the primary occupation. Once a woman becomes a mother, and in fact usually prior to this, she has so many occupations that it is impossible to label any one as ‘primary.’ But national statistics and GDP measuring mechanism are arranged so as to ignore ‘non primary’ occupations, thus essentially eliminating consideration of the contributions of women. If a woman states that her primary occupation is housework, then she is considered as not contributing anything to the economy even socially labelling them as dependent spouse. The housework is specifically excluded from the UNSNA suggests that housewives are not considered as doing anything of economic value.

There is a popular perception prevailing within the society, man domain is outside of home, eligible to do outside work and considered them as bread provider and protector of women. Thus, men considered even to some extent women also belief that, women are solely responsibility to perform the entire household work, look after children and care givers of older and sick people living within the family even within extended family. Following men's attitude towards household responsibility, women could face serious consequences including life threatening incidence. Through socialization process all learn that boys/men will control girls/women or household is women’s responsibility. Boys/men use violence against women if women fail to perform the prescribed role. The patriarchal culture is often reflected in the media, mainstreaming education system, different cultural event, literature. Therefore images of men and women recreate patriarchal ideology and intensify gender discrimination and violence against women and girls.

To change this notion MJF strongly believes that if women do not get recognition of their socially assigned role, responsibilities, contribution, work and due status, the National Development Goals will remain unfulfilled as will attainment of MDG’s. The Platform for Action adopted at the Fourth World Conference on women in Beijing in September 1995 called for developing ‘suitable statistical means to recognize and make visible the full extent of the work of women and their contributions to the national economy including their contribution in the unremunerated and domestic national economy including their contribution in the unremunerated and domestic sectors’. Hence a nationwide campaign to highlight women’s contribution of their contribution and thereby raise their social, economic and political status and human being.

The civil society members, NGOs, media, religious leaders, community leaders, elected members need to realize the importance of playing a pivotal role to change the negative and undervalued images of women in the society and family and help to establish a violence and discrimination free society. The PNGOs including media partner can make men and women aware on legal, social and economic rights and opportunities and transform women's lives in all strata. MJ consider that Gender inequality influences the lives and well-being not only of women but also of men, children, family and the society in the end. Unless the aspect of inequality is addressed long-term social damage cannot be avoided.

## **1.2 Rational of the Campaign Morjaday Gori Samata**

As per constitutions and one of the signatory countries of national and international protocols and instrument Bangladesh as state has a clear obligation to support the movement of women to get their entitlement and rights of equity and equality at all sphere of life. Specially need to recognize the women's contribution in economic from its productive and reproductive involvement and ensure ending violence against women. The mentioned factors also legitimized the women's contribution need to be recognized at GDP (Gross Domestic Product) and high level social acceptance.

- Bangladesh Home Workers Women Association (BHWA) estimated that the annual contribution of home based workers to the GDP is about Tk. 150 billion (US\$2.59 billion). But unfortunately, this contribution is not reflected in the government statistics.
- The average woman in Bangladesh contributes 4,765 taka (US\$133.141) annually to the economy through her unpaid work, of which 3% is from subsistence production and 95% from housework. Nationally, annually over 188 billion taka (US\$5.25 billion) worth of work, uncounted in national statistics, is contributed through annual subsistence production, of which 95% is contributed by women and the remaining 5% by men. Bangladesh's GDP in 1989/90, calculated at 638 billion taka (US\$17.83 billion), would increase by 29% to 825 billion taka (US\$23.05 billion) if unpaid work were included ( Hamid 1996).
- The percentage of national production attributed to women would increase significantly, from 25% to 41%, if unpaid work were included in the national economy. The conventional GDP estimates capture 98% of men's production but only 47% of women's production. Under the present United Nations System of National Accounts (UNSNA) production boundary definitions, 95% of non-market production is excluded.
- Out of total time spent on work in rural areas, women contribute 53% and men 47%. On the other hand the total time spent on non-market work, women contribute 89% and men 11%.
- Despite women's every day's routine domestic work, they are actively involved in agricultural production Farm activities in the homesteads, ranging from selection of seed to harvesting and storing of crops, are predominantly managed by women. Despite women's important role in agriculture, the traditional social norms and customary laws combined with the purdah system deprive Bangladeshi women of equitable economic opportunities and access to resources. In the sector 71.5% of women were employed compared to 60.3% of men. Women, who primarily work as unpaid family workers, accounted for 45.6% of total employment in agriculture.



- 78% of the total garment workers are female workers engaged in RMG sector of Bangladesh. Women drive the garment sector, we can say, women are adding value in GDP.

Considering the above factors it is revealed that, the way Bangladesh government is calculating the GDP at this stage is not reflecting the real picture of economy. Similarly women are considered as burden of family and society due to lack of knowledge to accept and recognise women's contribute within domestic arena and at outside productive sectors. Even society is not ready to recognise domestic work as productive or valued as primary work. Therefore need to make the whole society more sensitive and recognise women's productive and reproductive works as primary work. Also put pressure to government to revise the process of GDP calculation and ensure women contribution and role within the progress of Bangladesh economy. Hence to bring changes within mass people perception and change in the government thinking there will mass awareness level of campaign would require.

## **2. The campaign 'Morzadye Gori Samata' (Goal, Objectives and direction)**

The focus of the campaign will be making people and policy makers aware of women's contribution in family, society and state. This will emphasize on recognition of both paid and unpaid work women do at all level. Particularly, clarity will be made on how women's productive work is treated as reproductive work.

### **Campaign Goal:**

To change mind set and attitude of society towards women and enhance their status in private and public domain hence reducing discrimination and violence against them.

**Objectives:** Over the next three years in Bangladesh, the campaign will achieve:

- Building knowledge and in-depth analysis among the stakeholder regarding the campaign issue 'Recognition of Women's Reproductive Role and contribution'.
- Creating mass awareness about the contribution of women to the family, society and state;
- Sensitizing policy makers and planners that the under valuation of women's contribution to the society is a hindrance to meeting development goals and impacting negatively on the GDP;
- Sensitizing the media, print and electronic, advertising companies, private sector etc to portray women in a positive way and reject the stereo typing of women;

### **Campaign Direction**

The campaign might follow different direction but to get success within short period of time also reduce the risk of potential backlash the important direction would to follow the comfort zone to challenging zone. However the following direction can be followed at different level of intervention and by the different stakeholders,

- **Integration:** the on-going MJF partner can integrate the idea of MGS campaign through analysis, setting objectives and activities and monitoring to changes through their design projects and programmes.
- **Mass awareness:** Identify numbers of national level media and campaign organisations and assign them to design the message, materials (print, electronic) and organise campaign events periodically and keeping the records of involvements and changes.

- **Mainstreaming the MGS campaign concept:** MJF can organise workshops and seminars with the national and local level NGOs, Civil Society Organisations, Business groups, govt Ministries, organisations of women's movement etc. and inspire and motivate them to incorporate the idea of MGS within their own interventions also join the campaign.
- **Setting Target:** by 2014, the campaign plans to reach and influence 20 million ordinary men and women across Bangladesh through different interventions like media advocacy, programme integration and broader alliance building to create awareness on women's contribution and changing their status.
- **Involved Ministry as Partner:** MJ, MOWCA and the media partner will work with the policy makers closely to influence them to work as role models and undertake necessary policy changes. They will also organize, talk show, documentary, social awareness advertisement on behalf of the campaign.
- **Celebrate campaign week:** The campaign can identify a week within a year and organise intensive events to spread the message that women are equally contributing from family, to society and state level. Recognition of women's work would change their status.

### 3. SWOT Analysis

#### Strengths

The campaign is not started within the vacuum, as certain level of knowledge and understanding have already been developed within the society regarding women role and gender equality. Also hundreds of NGOs are very much active within the community level to make mass people aware about the rights and entitlements of women, which are the very basic and strong foundation of the campaign to initiate MGS type of challenging issues in the development field. The success of the campaign at the design phase is being able to include GOB representative and PNGOs at discussion table. GOB participation from the beginning of the campaign will increase acceptance of the issue at all level.

GOB and Partners of MJF are very keen to lead the campaign at national and community level. They are confident that, the campaign will contribute to establish recognition of women's economic contribution at social level. At the same time they understand that the work is challenging, but not impossible. The partners have capacitated enough to manage and run the campaign effectively. They have substantial knowledge, skill and experience on campaign management, capacity to link to the issue; all staff members are committed to the issue and have clarity on the issue. Most importantly, since the beginning of the campaign ownership around the campaign has developed. All consider that it is their brain child and enthusiastic to carry out the campaign.

Partners have wide acceptance at the community level and they are involved with different networks and jointly implementing activities; In addition, all PNGOs have various programme at the field level and they are working with thousands of communities and beneficiaries and have relevant policy and framework to operate the campaign.

### **Weakness**

With the above positive notes the PNGOs also recognized that staff members' knowledge level varies from one to another. Particularly skilled and experienced staff members' drop out are high at remote areas. Also, historically local and regional level NGOs lack of capacity to identify lessons learnt, documenting process and monitor progress. Even many of them are not trained on gender issues. Particularly PNGOs lack capacity to produce analytical and information based report. They also lack of staff in documentation and monitoring. Similarly, MOWCA have limited experienced staff members to implement their part.

### **Opportunity**

All Partner NGO of MJF are maintain working relationship within them and have effective support from local elected bodies, government administration, with civil society and media. Moreover the campaign will keep link and working relationship with WE CAN campaign through which there will an opportunity to share the message with their enrolled one million change makers who are very much active at ward, union, upazila, district level WE CAN alliance committee. Existing data base of change maker could be a key resource for the campaign.

Current favourable political climate such as Prime Minister, Leader of Opposition both are women, from parliament to local Union Council a good numbers of women have been elected as people's representative who will support the campaign and provide their input at different level. In Bangladesh the policy and legal environment are basically evolved based on the women's movement which will help the campaign if the campaign push more about effective implementation of the laws and policies. Favourable policy documents such as Constitution of Bangladesh, women and children related laws, National women policy, CEDA, Human Rights Constitution will support the campaign to ignore unnecessary debates.

### **Threat**

Conflict of interest among the PNGOs, non- cooperation from the administration may create hindrance to the campaign. At the same time political climate may decline as 2013 is the election year. The next government may act against the campaign issue. Then negative attitude of political leaders, growing fundamentalism can disrupt the goal of the campaign.

## **4. Campaign Identity**

The campaign will be managed by MJF but it will have its own approaches to implement the campaign, independent sets of communication and specific strategies which will gradually help the campaign to evolve as need base campaign in Bangladesh. However, for branding purpose the following strategies will be followed,

- The campaign will adopt a separate logo; it will be used in all the communication materials, media works, and different campaign events. The campaign will also launch separate web-site link with MJF [www.morzadygori\\_samat](http://www.morzadygori_samat), which will provide campaign related data, tools and information.
- The campaign materials will be developed centrally to keep the consistency within the messages and maintain the quality of the materials. But the ground level organisation will

have opportunities to share their experience, ideas, views and data which will adopt in the materials and messaging process.

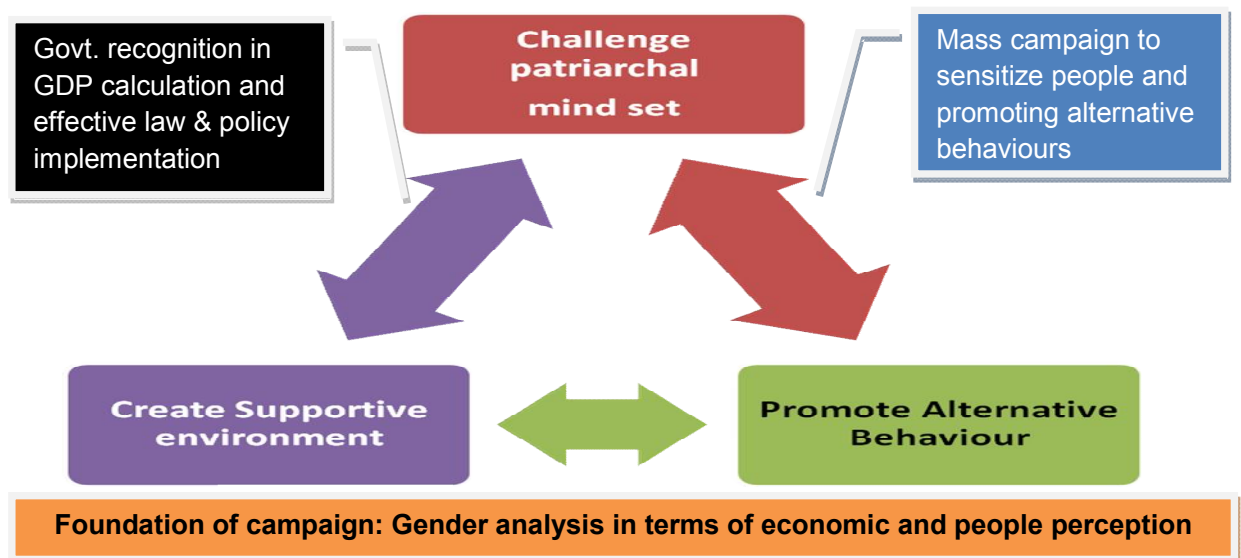
- The campaign will include e-cards, screensavers and bookmarks with the message of the campaign. A campaign newsletter will be published quarterly and distribute to all PNGOs, CBOs and allies of the campaign.

## 5. Campaign Model and Theory of change

The campaign model will follow predominantly CEDAW convention as rights associated with women’s labour are articulated in the document from wider and human rights perspective and affirmed reproductive work as labour. It has consistently addressed productive and reproductive labour and analyzed how women’s reproductive role is considered as inferior and challenged the discriminatory nature of such a practice, pointing to the necessity of these forms of labour as a means for the ‘survival of society’.

The campaign will also influence by the MDG goal, recently declared Women Policy 2010, and the national sixth five year plan and so on. The campaign is expected to challenge the predominant patriarchal mind set up regarding women’s assigned role, creating enabling environment to bring change in mind set up, attitudinal shift and ensure practice through having adequate support. The process will raise awareness among people and policy makers on women’s contribution. With the success of the campaign, this will contribute to implementation of national women policy; gender related goal of sixth five year plan, gender equality goals of MDGs and CEDAW and other gender equality related international protocols.

The campaign will contribute to transform mind set of people and policy makers in establishing a discrimination free society. The media campaign, integration of campaign messages into existing PNGO’s programmes, broader alliance building with educational institutions and civil society institutions will influence people to practice alternative behaviour towards men and women. The campaign will be implemented in phases, the diagram show how change will happen,



### **Phase 1: Raising Awareness (Informing people, private sectors, policy makers)**

The objective phase will be to develop in-depth gender analysis and how its impacting mass people specially women economic and social life. Also base on the analysis develop strategies to increase mass awareness and sensitise the policy makers and private sectors including media on contribution of women at family, society and state. The mass campaign will be implemented through involving staff of partner NGO's, local educational institutions, and audience of print and electronic media to raise awareness. Particularly campaign will highlight the underreporting and under valuation of women's contribution to the economy. The first one and half years of the campaign will be devoted to this phase when the campaign will make effort to build capacity of implementing organisations, developing alliance with local educational institutions and civil society.

Key messages will focus on:

- Women's contribution to the family, society and state is valuable;
- Through paid and unpaid work women are contributing to GDP;
- Data sharing on women's contribution;
- Why gender equality?
- Men's role in women's empowerment.
- Women's right to recognition of their work and equal status;

### **Phase 2: Analysis and Deepening Understanding on women's contribution (Sensitizing people, private sectors and policy makers)**

The aim of this phase will supporting the different institutions like government agencies and projects, private sector and policy makers to develop policy framework and adopt to analyse the national GDP towards women's work and contribution. It is expected that in this phase the campaign audience will value women's reproductive role and contribution to subsistence family economy. Media will accept importance of portraying women in a positive way and reject the stereo typing of women.

This phase will take another one and half years. Key issues will focus on:

- Importance of women's reproductive work;
- Value of women's contribution in subsistence economy;
- How women's unaccounted work can contribute to GDP growth?
- Women's positive image in media.

### **Phase 3: Practice alternative behaviour to raise women's status (Responding by people, private sectors and policy makers)**

This phase will start from the next campaign period, which will take at least another three years. During this phase the personal changes will evolve as social changes and women will have enabling environment to get social recognitions about their reproductive works. The aim of the phase would be promoting practicing alternative behaviour to raise women's status.

The key focus would be:

- Men and women's mutual respect to each other;
- Reduction of VAW;
- Inclusion of women's unaccounted contribution in GDP;
- Men's participation at HH work;

## 6. Campaign Constituency

### Identifying major Stakeholders

The strategy paper followed the following definition of the stakeholders:

This is campaign not fixed for any particular groups, the campaign is meant for everyone who are living in the society. However the campaign would have 3 types of stakeholders (a) mass people including from every sphere of life, (b) Organisations responsible to lead the campaign like partners, private sectors, government department etc. (c) Policy makers who are making decision which impacting mass people life. Within the stakeholders we will have a group who will support the campaign, a group always be evolved as blocker of the campaign and another group may identify as swinger who can change their role as per context. Considering the aim of the campaign there will be bigger group (it might be men and women) who can evolve at the beginning as blocker but through regular interaction with them they might come up as supporter.

All the stakeholders will have their role, interest, objectives, power and relationships. Also, identified trade-offs between different stakeholders' objectives, and the conflicts between them and needs and interest of powerless people. Also, it showed existing patterns of interaction between stakeholders. In order to identify the stakeholders properly following definitions of different kind of stakeholders has made:

- **Key stakeholders** are those actors who are considered to have significant influence on the success of a project and make decisions in managing the campaign.
- **Primary stakeholders** are the intended beneficiaries of the project.
- **Secondary stakeholders** are those who perform as intermediaries within a project.

Here, the key stakeholders have been identified through the following features:

- Degree of effort and interest in the management of the campaign;
- Present or potential impact of the activities of the stakeholder on the campaign;
- Historical and cultural relationship with the campaign;
- Unique knowledge or skills for the management of the campaign;

#### Key stakeholders:

- **National level:** DWA (MOWCA), MJF and Media partner, social welfare department, youth development;
- **Regional/local level:** PNGOs, City corporation, LG

#### Primary Stakeholders:

The primary stakeholders will interchangeably addresses as audience of the project. The following groups and individuals are expected to be influenced by the project, take a stand for enhancing women's dignity through recognizing their contribution and influence their peers to do the same.

- Existing programme participants of the PNGOs;
- Existing network members of the PNGOs;
- Community people including farmers and day labour;
- Service holders, teachers, students,
- Young people such as Students (high school to university), school based forums and Youth groups

- Cultural groups including theatre, print and electronic media
- Professional groups including Professional women and men
- Trade unions
- MOWCA groups
- Ordinary men and women

### **Secondary:**

The secondary stakeholders will be the supporters or campaign allies, who will be intermediaries between the primary and key stakeholders. Campaign key stakeholders will closely work with them to influence primary stakeholders and create broader impact. The allies are:

- Individuals and communities across the country who can make choices that challenge gender stereotype and support recognition of women's contribution;
- Educational institutions, students can play the role of ambassador of equality;
- Media houses including print and electronic media, news and entertainment media who can generate a dialogue on issues of women's contribution in care and non-care economy;
- Celebrities who can endorse and gain mass support for the campaign and branding campaign within the society.
- Diverse civil society groups and other networks who can support recognizing women's work in communities;
- Local Government who can support the campaign through its projects and programmes;
- Business groups particularly women chamber of commerce can play a role;
- Political leaders and Local representatives can mobilize support in favour of the campaign and influence local communities;
- Women organizations, legal and service sector;
- School, college, club, library, civil society: social leaders, occupational groups/Institutions, media,

**Role of key Stakeholders:** MOWCA, MJF, MTRA, PNGOs and CBOs (not sure) will act as the key stakeholders or Actors at national to community level. The organizations will be the major decision maker on the campaign management at national level and PNGOs at regional level. Role of key stakeholders are as follows:

### **Role of MJF**

The organization will provide all out support to the campaign as part of it's strategic objectives. MJF will guide the design of the campaign and responsible for overall coordination with PNGOs, GOB, media partner and others. Other key responsibilities include:

- Provide capacity building and technical support to PNGOs and media partner;
- Provide financial support;
- Monitor progress and ensuring the quality of the messages and materials;
- Ensure high visibility and wide reach of the campaign;
- Influence the public and decision-makers to change;

### **Role of Department of Women Affairs (DWA)**

On behalf of MOWCA, DWA will jointly implement the campaign. Partnering in this campaign is important for DWA to contribute to its organizational mandate. Key functions will include:

- Coordination within department to recognize the campaign issue to achieve gender related national development goal ;
- Provide policy advocacy leadership to make policy makers understand the importance of women's contribution to achieve national development goals ;
- Liaison with BBS, Ministry of Planning to ensure mechanism to recognize women's contribution to the family and society and ensure their support to the campaign; ministry of Finance to recognize in the national budget and GDP

### **Role of Media partner**

Media partner will play key role in raising awareness among people and policy makers across the country through media advocacy. In addition, the partner organization will provide all media specific support to MJF and partner. Key roles include:

- Develop specific and targeted IEC and BCC material development and also distribute the materials to the PNGOs, educational institutions, network, LG and journalists.
- Utilize print and electronic media to publicize women's unaccounted work. They will use all relevant research findings in this regard.
- Maintain linkages with the public and private owned TV channels and electronic media houses and print media;

### **Role of PNGO**

MJF partners in development endeavours would be key implementers of the campaign at the field level. The partners will implement the programme in their working area located in six divisions.

The PNGOs will implement the following:

- Integrate campaign issues in existing programmes and networks;
- Strengthen and broaden existing networks working for Gender Equality and VAW;
- Ensure broader alliance with educational institutions, LG and religious and local leaders;
- Documents all process of the events implemented by PNGOs;
- Dissemination of research study, networking, documentation;

### **Role of CBOs**

CBOs are the heart of the campaign. Mostly the CBOs are organized by the PNGOs. Their role is crucial in grassroots level implementation. The major role includes:

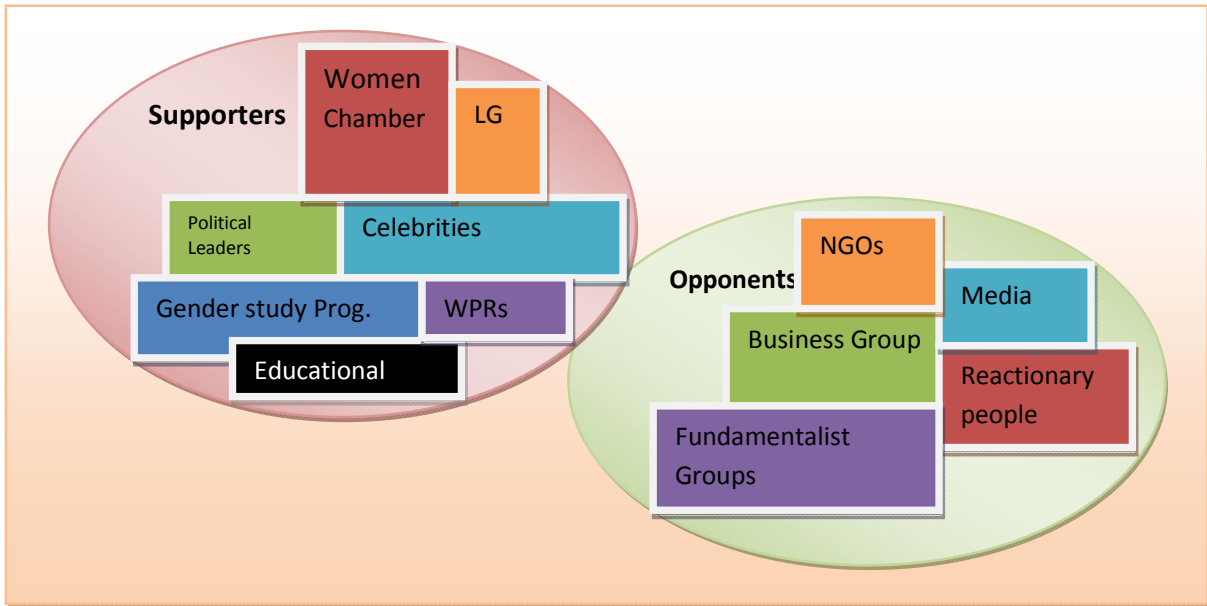
- Ensure grassroots level networking;
- Ensure HH level sharing on the campaign issue;

### **Potential Supporters and Opponents of the campaign**

Among the stakeholders there are supporters as well as opponents groups of the campaign. Most common pattern of the opponent groups were the fundamentalist groups. However, reactionary people within the community, Non partner NGOs, some business groups which consider women as only beauty object, media portray women negatively will oppose the campaign. However, among the opponents all will not be equally active. On the other hand local government (LG), some of the political leaders and celebrities who are committed to the issue, gender study programme at different universities, local women representatives, educational institutions are



expected to support the programme. The following diagram depicted the supporters and opponents of the campaign.



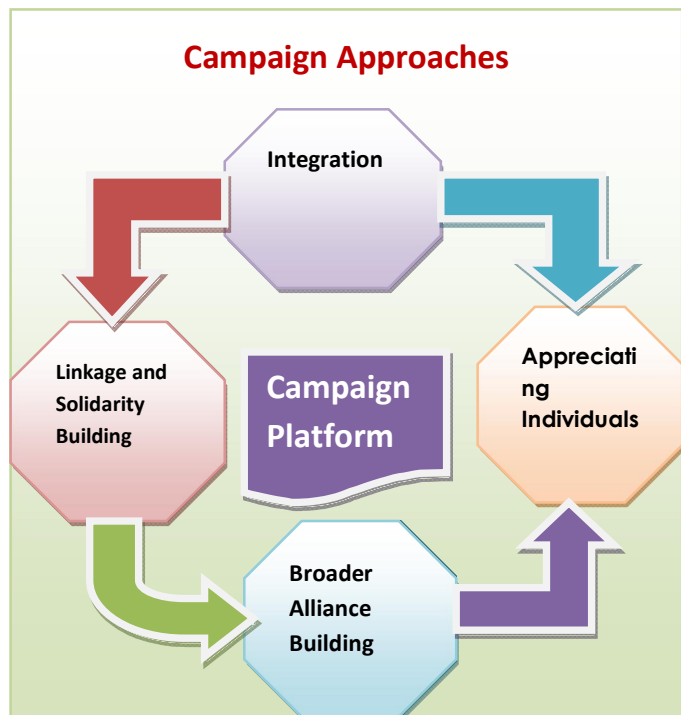
## 7. Campaign Approaches , Strategy and Activities

### 7.1 Campaign Approach:

The campaign will take a flexible approach which may change depending on the situation and impact. However, for the next three years campaign will undertake following approaches:

The campaign will

- Provide a common platform to various individuals, organizations making efforts to raise voice and recognition of women's contribution at family, social and national level;
- Utilize existing programme and networks of the PNGOs as campaign messages and materials among the targeted stakeholders.
- Establish link between existing interventions and networks and build solidarity among them to create mass awareness on the campaign issues. This will improve synergy and impact through coordinated and targeted campaigning;
- Build broader alliance through linking between existing interventions and new



- likeminded organizations and networks. (not sure)
- Using print, electronic and social media to disseminate the message using different forms of communications.
- At the individual level most active persons will be appreciated as '**Ambassador for equality**', who will act as a key actor to bring recognition of women's paid and unpaid work within the surrounding they live in and will be an integral part of the campaign;

**7.2 Key strategies:** The campaign will include following strategies in order to achieve the objectives:

- **Awareness raising:** The campaign will spread the message initially among the members of the PNGOs and networks that mutual respect and dignity between man and women are crucial for peace, equality and growth in family, society and state. Awareness raising contents will utilize various research findings on women's unaccounted work and survey results conducted by CPD commissioned by MJF. Women's contribution to productive and reproductive work both as paid and unpaid work at the family and social level will be highlighted and make an effort to change mind set towards women and their work. The audience of the mass awareness campaign would be members of the PNGOs and networks, their family members, teachers of the local level educational institutions, religious leaders, community leaders, LG, civil society members and journalists.
- **Policy advocacy:** The campaign will organize series of events to sensitize policy makers and planners on how non-recognition of women's work and subordinated status of creating obstacles to achieve national goals and creating negative impact to GDP growth. In order to provide evidence based results the campaign will use research findings on women's unaccounted work conducted by CPD and others. It is expected that policy advocacy will create enormous sensitivity to include women's work in national statistics. The audience of the policy advocacy would be members of the parliament, government officials of the Ministry of women and Children Affairs, Ministry of Social Welfare, Ministry of Planning and Bangladesh Bureau of Statistics.
- **Media Campaign:** The media partner will be primarily leading the media campaign. The primary target group of the media campaign would be young people, it is because for a movement historically young people played a vital role and the change become sustain. They are more open to receive new idea and ready to change their mind set. It is expected that they will be act as 'Ambassador of Equality'. Secondary and tertiary target groups include: family members, teachers, religious leaders, community leaders, LG, members of the National Parliament, civil society members, media personnel and NGO professionals. These categories have people have great influence at the family, society and state level. In order to carry out the campaign MATRRA will translate the concept into a coherent set of actual communication activities, prepare specific, targeted communication materials, execute communication activities. Though, MATRAA will be responsible for media advocacy, they will conduct media advocacy in consultation with core campaign members.
- **Capacity Building:** The campaign will undertake training, workshop activities to develop capacity of the campaign coordinators at field and central levels. In particularly, a common understanding on the issue will be required in order to make a success. At least first six months since inception will be dedicated as capacity building phase. A clear and analytical understanding on gender, gender division of labour, notions of power, masculinities and

femininities, campaign implementation strategies are required to initiate a successful campaign.

- **Result Based Management:** A monitoring and evaluation framework will be developed along with key indicators to track progress of the campaign. Input, output, outcome and impact level indicators will be developed.

### **7.3 Major Activities of the Campaign:**

The campaign activities will be performed under four components to achieve results according to the strategies. These components are mass awareness, policy advocacy, media campaign, media campaign and result based management. A series of activities will take place in next three years. A brief of the activities have been detailed below under each of the strategies:

#### **1. Mass Awareness:**

Four types of activities will be carried out to raise mass awareness. Firstly integration of campaign activities in existing programmes and networks of the PNGOs. Secondly, linkage and solidarity building will focus on undertaking joint activities at local and regional level. Thirdly, broader alliance building will work with the local educational institutions, local and religious leaders and local government and fourthly utilize print and electronic media to raise awareness.

MJF has 127 partners in all over Bangladesh, which are working with hundreds of communities and networks. The partners will carry out a series of coordinated actions to engage their programme participants, members of the networks, students of the local educational institutions, community leaders and others to recognize women's paid and unpaid work. On the other hand MATRAA as a media partner will work both at local level and national level to raise mass awareness. The integration and media activities are as follows:

- a. Integration Activities:** All integration activities will be limited to PNGOs working area:
  - **Group meeting:** All PNGOs conduct meetings with the existing CBOs groups' i.e. micro credit groups, VAW groups weekly or quarterly. Campaign messages will be spread through these meetings.
  - **Integration with the committees:** the partners have scope to carry out discussion with the citizen committee, CS committee, mother's club, poverty alleviation group; education programme- mothers ' mobilization , health, micro credit, children's programme
  - **Include campaign in government activities:** Under DWA there are VGD, VGF groups. Also they have social safety net programmes. Under these programme millions of beneficiaries meet to receive their benefit. These group meetings may be utilized to spread messages of the campaign.
  - **Popular theatre and folk song:** Nearly all PNGOs have popular theatre groups. Some gave lead in popular theatre movement. Locally community people will organize drama, pot song and others to sensitize people to change their mind set towards women and their work. The activities will be organized six monthly at upazila level.

- **Day observations:** All partners will observe three International Women's days to discuss the importance of women's unaccounted work and changing mind set towards women. The observed days will be The International women's Day, Rural Women's Day, VAW day; Days will be observed through rally and discussion meeting.
  - **Network activities:** PNGOs are involved with SVAW and other networks. Campaign issues will be incorporated as a regular agenda of the network. The network members will also link civil society members with the campaign activities.
- b. **Linkage and solidarity building:** On campaign issues the PNGOs, which are working in a certain district level will be linked together and build solidarity among them in order to take joint actions. A joint campaign forum will be developed at district and upazila level. The forum will be led by the MJF partner NGO.
- c. **Broader alliance building:** The joint forum will take responsibility to build broader alliance at upazila and district level. They will gradually expand to include many more like-minded NGOs, LG, local level educational institutions, women's organizations, trade unions and local & religious leaders. Particularly, the alliance will target all high schools and colleges of the area. With the educational institutions the PNGOs will conduct sessions with the students to change their mind set towards women and their work to raise their status.
- d. **Appreciating individuals:** The forum, PNGOs, networks, educational institutions will appreciate individuals in recognition of their work to sensitize people and address as 'Equality Ambassador'. The Ambassador will host event organizing and sensitizing people at local level.
- e. **Media Activities:** Media partner will develop specific, targeted communication materials and activities as part of their media campaign and utilize both print and electronic media to reach mass people. MARTAA will make an effort to create nationwide impact. The activities includes:
- Create a graphic logo and the partners will be urged to make use of them in their events and communication material;
  - Make a buzz at all districts of Bangladesh through media. Communication of campaign messages through mass media and a variety of other innovative means of communication will challenge existing notions and present positive alternatives, ideas and practices;
  - Develop a website to provide and update campaign information ([www.Marjadhoygorisamata.org](http://www.Marjadhoygorisamata.org)). Wider dissemination of the campaign message and public involvement will also happen through online promotion of the use of campaign logo and banner on other websites;
  - Publish a briefing paper and brochure to set out the campaign position. A campaign newsletter will also be produced to go out on a regular basis to all staff and allies involved in the campaign.
  - Endorsements of messages by celebrities' to raise awareness ;
  - Sending of campaign e-cards and downloadable screensavers and bookmarks with the message of the campaign;

- Set up billboards highlighted the message of the Campaign. The message will use as a standardized slogan. The billboards will be located in different divisions and districts.
- Flyers and posters will be distributed in all divisions and districts during the campaign highlighting the message and slogan used in the billboards.

## **2. Policy Advocacy:**

The campaign will organize series of events to sensitize policy makers and planners to change their mind set towards women's work and make them understand how non-recognition of women's work and subordinated status of them are creating obstacles to achieve national goals and creating negative impact to GDP growth. MJF will lead policy advocacy activities and conduct series of events in association with CPD and MATRRA. MJF will undertake following activities in next three years:

- **Seminar:** A national level seminar will be organized to disseminate research findings on women's unaccounted work conducted by CPD and others. Parliamentarians including selected female MPs, ministers, high officials from Ministry of women and Children Affairs, Ministry of Social Welfare, Ministry of Planning and Bangladesh Bureau of Statistics will participate in the meeting.
- **Talk show:** MATRAA will organize talk show in BTV and another private channel on importance of recognizing women's unaccounted work and women's right to dignity to achieve our national development goals. MATRAA will be responsible to invite government officials, parliamentarians, local leaders, NGOs for the talk shows.
- **Work closely with MOWCA and BBS:** MJF will closely work with Ministry of women and Children Affairs, Ministry of Social Welfare, Ministry of Planning and Bangladesh Bureau of Statistics.
- **Include in the education curriculum:** The campaign implementer will advocate at the policy level to incorporate 'women's contribution issues in the national school curriculum.

**3. Media Campaign:** MATRAA will be responsible for the media campaign, which will aim at raising mass awareness, advocating at the policy level and raising awareness of the media people. In order to do so, they will translate the concept into a coherent set of actual communication activities. The activities include the following:

- **Material Development:** MATRAA will develop specific and targeted communication materials and also distribute the materials to the PNGOs, educational institutions, network, LG and journalists. While preparing the materials the firm will closely work with the core members of the campaign, field test all materials and also draw lessons from the field.
- **Documentary:** Will prepare documentaries on women's contribution at family, society and state, impact of gender division of labour and so on

- **Publish newsletter:** MATRAA will publish a newsletter on campaign issue quarterly.
- **Publicity on women's unaccounted work:** The firm will utilize print and electronic media to publicize women's unaccounted work. They will use all relevant research findings. It is expected that popular national dailies will publish number of columns on the issue, develop advertisement, organize talk show. Through these process men and women will be educated on how women's contribution remains unreported and underreported, how women are contributing to the economy.
- **Advertisement:** All local TVs and Radio Stations will air an advertisement calling for endorsement of the women's work in GDP, family and social level.

#### 4. Capacity Development:

The campaign will undertake training, workshop activities to develop capacity of the campaign coordinators at field and central levels. This will include first 18 months of the campaign. In particularly, a common understanding on the issue will be required in order to make a success. Following capacity building activities will be undertaken:

- **Gender training:** MJF will organize gender training for the core members who will lead the campaign at regional level. The contents will focus on: gender, gender division of labour, notions of power, masculinities and femininities and campaign implementation strategies.
- **Campaign workshop/seminar:** With all partners a series of campaign workshop will be organized to develop common understanding at all level.
- **Group Sessions:** PNGOs will conduct group sessions on certain contents of the campaign issues such as gender, women's work and VAW issues with their groups once in a month. This will continue for 18 months as part of the capacity building activities. MJF along with the partners will develop 18 content based materials to conduct group meetings.
- **Exposure visit:** PNGOs will facilitate exposure visit for teachers, local level leaders, NGOs staff and network members. (not sure)

#### 8. Risk Management

Changing century old mind set and promoting alternative behaviour include risks. Resistance to change towards gender equality is an inevitable and resistance can imply risks for the less powerful. Also, sense of control among implementers may raise conflict. However, risks can be minimized through identifying them. The campaign has analyzed risk at individual, social, political and organizational level. The risks at different level are as follows:

- **Individual:** due to traditional social set up risk is higher particularly for women of the rural community. Campaign for equal status, dignity and sharing may lead to more vulnerability and insecurity for women, cause conflict within the family and increase rate of divorce. Men could face insecurity and threat of divorce due to women's new identity and freedom of speech.

- **Social:** At the community level reactionary groups may try to foil the effort in a destructive manner. They might receive support from a section of the society due to traditional and religious believe and norms. Hence, social instability may rise initially.
- **Political:** The officials may not consider the campaign as an issue at all, may not find the issue as an important issue. The politicians could think that the campaign issue will be shocking in the exiting social context. Political climate may decline as 2013 is the election year. Then negative attitude of political leaders, growing fundamentalism can disrupt the goal of the campaign. The next government may act against the campaign issue.
- **Organizational:** PNGOs, educational institutions, private sector organization, partners' of the campaign may be targeted by fundamentalist. Other risks are staff with campaign implementation skill might drop out. Implementing organizations may face non-cooperation from the administration, which may create hindrance to the campaign.
- **Network:** Conflict of interest among the PNGOs and networks may create hindrance to the campaign.

#### **Overcoming strategy:**

Integration strategy would help the campaign to take local ownership of the campaign. Ownership will minimize risks of dealing with traditional social system. The campaign will link the processes of change to other processes of social change. Isolated attempts at challenging entrenched attitudes are risky and therefore a broad-campaign alliance is critical to minimize vulnerability. Other strategies are:

- The campaign will not prescribe solutions rather will inspire the community to act towards gender equality. At the same time will stimulate critical thinking but respect the dignity of the people, recognize their right to choose and inspired them to determine their own timing by themselves.
- Strengthen professional support service providers to improve services through appropriate materials, skill enhancement, develop checklists, build link with the community.
- Strengthen community leaders, religious leaders to create a positive environment and reduce risks.
- Work closely with the Department of women Affairs and utilize their channels to achieve the goal of the campaign.

#### **9. Campaign exit strategy and sustainability mechanism**

In order to sustain the process, the campaign will institutionalize the activities through integration of campaign activities into existing programmes and networks of the PNGOs. Moreover, establish linkages among the PNGOs and networks and building solidarity will support to make broader alliance, which will increase sustainability of the campaign. The campaign connecting offices at local level will organize meeting with the partners regularly. Finally, the Ambassador to Gender Equality and media campaign will reproduce norms and values to establish women's rights and enhance dignity.

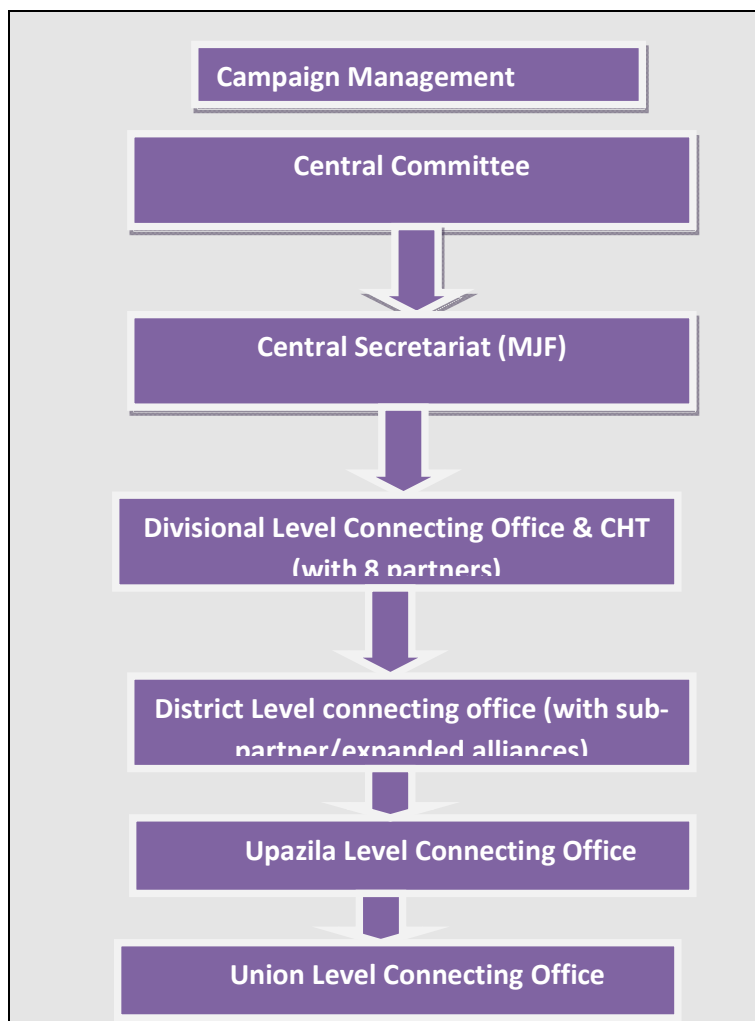
## 10. Management and Coordination:

### 10.1 Management and Coordination:

The campaign will be led by MJF and they may think to keep a formal campaign structure but not as a mandatory process. The management structure can be evolved through forming a central committee in combination of MJF staff, and external representative like celebrities and renowned people working in Dhaka. MJF will act as the central secretariat.

Department of Women Affairs under MOWCA and media partner will be part of the core committee. A MOU will be signed detailing out the roles and responsibilities of DWA and MJF in campaign activities. A senior management staff of MJF will assume full responsibility to guide the core committee.

A campaign coordinator will have to be recruited, who will directly report to the MJF responsible person and maintain overall coordination with the core alliance;



Long time partners' who have office at the divisional or district level will provide space to continue with campaign activities. Hence, different organizations can act as connecting office at divisional, district, upazila and union level. If the partners cannot agree on the connecting office, they can rotate office. However, one organization will be responsible for at least one year. All connecting office will allocate a space or a corner to showcase campaign activities including materials and allow visitors.

The management and coordination team will have common understanding about their goal and objectives of the campaign and to reach audience the team will identify best influencing strategy and devise action plan. The team will follow the steps as shown in the following diagram.



**10.2 Campaign Management Cycle:** The campaign process begins with the notion of change.

Since inception the campaign managers and coordinators must know what they want to change. They must understand importance of changing mind set towards women and their work is substantially important. Next step is to work on identifying approaches and strategies for change.

Third step is translating strategies into action plans and implementation of action plans. The partners will plan their own activity for their area. It is not mandatory to follow same plan for all areas. Depending on the context and situation the partners and local campaign implementing committee will plan their activities. Final stage includes tracking progress of the action plans.



### 10.3 Reporting and Learning Documentation

The core team will record details of the campaign process and experiences for wider organizational learning. The responsible person 'correspondents' will support these efforts. The process will be linked to a multi-faceted and wider social change process that would correct the existing gender-biases and imbalance. Also a data base of the ambassador to gender equality will be maintained. Quarterly report and yearly report will be produced.

### 10.4 Financial management:

The activities of the campaign will be financed by MJF on event basis. The connecting office will be responsible for financial management of implementing a certain activity at divisional level. Activities conducted at national level will be directly managed by MJF.

## 11. Monitoring and evaluation

With the growing number of campaigns and rights based advocacy efforts, it is pertinent to identify new ways of monitoring and evaluation different than used in typical service oriented projects. It would be quite important to systematically document various best practices in Monitoring and Evaluation in campaigns to standardize Monitoring and Evaluation tools from the campaigns point of views. Most of the campaign-oriented organizations are highly committed grassroots activists who do not underscore the value of monitoring and evaluation either due to lack of exposure or their reservations with the management tools. It would be pertinent to design appropriate capacity building initiatives to gradually sensitize as well as build skills to effectively monitor and evaluate success of the advocacy efforts. A participatory campaign monitoring framework will be developed so community can undertake effective role in monitoring. Monitoring and Evaluation practices can be visualized in the following manner:

**(i) Developing clear action plan and follow-up:**

The larger challenges in the campaigns are concretely identifying tasks and fixing responsibilities. A clearly defined plan of action will be helpful in monitoring the progress. The plans will be revised based on the feedback received. Similarly, regional level committees will be formed to review the progress of activities planned by the partner NGOs. The partner NGOs will regularly update the MJF secretariats with the progress of the campaign over phone as well as informed the problems encountered.

**(ii) Creating a regular feedback mechanism:**

The campaign secretariat at MJF will create a website where all relevant information will be shared and there will be option to respond on the information by the stakeholders. The website also contains information on the forthcoming events and strategies. The stakeholders will be able to provide feedback through emails to improve upon the plans and strategies. The website will also provide an opportunity for a large number of individuals to reach out to the campaign with a request of joining or providing feedback on the contents of the campaign.

**(iii) Using semi-structured formats/ Questionnaires:**

A semi-open ended questionnaire could be administered at the grassroots level to provide feedback on the effectiveness of the campaign. The collected data will be analyzed to identify possible impacts of the campaign as well as the areas of weakness.

Key monitoring indicators are as follows:

**First Phase**

- Information on women's unaccounted work;
- Ability to describe importance of women's right to dignity and respect;
- Recognition of women contribution by planners;
- Ability to describe importance of gender equality;
- Importance of men's role in women's empowerment.
- Importance of women's right to work and equal status;
- Self-confidence and rights awareness of women;
- Say yes to the campaign issue;
- Women's Mobility;

**Second Phase**

- Importance of women's reproductive work;
- Value of women's contribution in subsistence economy;
- How women's unaccounted work can contribute to GDP growth?
- Women's positive image in media.

**Third phase**

- Men and women's mutual respect to each other;
- Reduction of VAW;
- Inclusion of women's unaccounted contribution in GDP;
- Men's participation at HH work;
- Protest against VAW;

- Less rigidity about gender division of labour;
- Increased sensitivity of media towards women and their work;
- Women’s participation in decision making and leadership;
- Enhance women’s dignity and respect;

**Campaign Assessment:**

- A light impact assessment approach will be devised for the campaign. An initial framework will be developed and discussed with the core team. Once a framework is agreed upon, the team will conduct light impact assessments on regular intervals. The aim is to focus impact analysis on the process of mobilizing, communicating campaign messages
- The campaign will undertake a participatory campaign assessment in the campaign implementation area. The campaign will include indicators at output and outcome level. The assessment will focus on the processes of the campaign. A framework for participatory impact analysis will be developed later. The aim is to focus impact analysis on the process of integration, solidarity building and broader alliance building. At the same time a data base format to keep record of each programme integration unit about their activities will be formed. The data gathered will also serve as basis for tracking and maintaining assessments of quality of the programme units in achieving the result of the campaign.

**Plan of Action**

The campaign management will undertake a plan of action along with SMART targets and milestones, which are:

- Specific – what the action is;
- Measurable – milestones are included on the way to achieving the target;
- Achievable – targets are stretching, to ensure that we achieve as many aims as possible
- Realistic – to ensure that we dedicate adequate resources and set appropriate time frames when aiming to achieve the objectives
- Time bound – a date is provided by which the action plan is to be complete.

Following plan of action will be taken to track monitoring progress of the campaign.

Action	By whom	By when	Resources
<b>Awareness Raising</b>			
Group meeting			
Integration with the committees (of PNGO network)			
campaign in government activities			
Popular theatre and folk song			
Day observations			
Network activities			
<b>Linkage and solidarity building</b>			
Formation of joint campaign forum			
Meeting of joint campaign forum			

<b>Broader alliance building</b>			
Meeting with like-minded NGOs, LG, local level educational institutions, women's organizations, trade unions and local & religious leaders			
Conduct sessions with children			
<b>Appreciating individuals</b>			
appreciate individuals in recognition of their work			
Facilitate individuals host to organize events in sensitizing people at local level			
<b>Media Activities</b>			
Create a graphic logo and communication strategy			
Prepare campaign messages and materials			
Communication of campaign messages through mass media			
Develop a website			
Campaign newsletter			
Sending of campaign e-cards and downloadable screensavers and bookmarks			
Set up billboards			
Distribute campaign materials			

**Conclusion:**

It is expected that the campaign will evolve based on the ground level experience and practices and getting greater acceptance within the stakeholders and communities through its branding and visible interventions. The ground level voice and noise to get recognition of women reproductive role and contribution will make a boost to policy level people to rethink about the system and process of calculating the GDP. The visibility will help in integrating paid and unpaid work in policy making in the areas of labour and employment, technology and skill formation, infrastructure, credit etc,. The predominance of women in unpaid work which restricts their development opportunities has implications for policy formulation for gender equity, and Inclusion of unpaid work in national income in developing countries tends to improve international comparability of national income data as several unpaid activities in developing countries fall in the domain of paid activities in developed countries.

## Annex I

### Methodology

In the process of formulating the campaign strategy a series of events were held across Bangladesh. A brief of the events are as follows:

- **Campaign Design and Planning Workshop:** On 20<sup>th</sup> May, first campaign design and planning workshop was held at MJF. The workshop discussed basic issues of the campaign along with next plan of actions.
- **Holding press conference in 8 divisional headquarters including CHT:** MJF partners hold press conference in Dhaka, Khulna, Sylhet, Chittagong, Rajshahi, Barisal, Rangpur and CHT from .....to.... June 2012.
- **Commissioned a survey to evaluate women's contribution in society:** MJF commissioned a survey to CPD, one of the leading think tanks of Bangladesh to understand women's unaccounted contribution to the family and society.
- **Finalized the proposal for media related campaign:** MATRAA, a leading media organization has been selected through a competitive bidding process. The organization has finalized the proposal for media related campaign. The primary target group of the media campaign would be young people. Secondary and tertiary target groups include: family members, teachers, religious leaders, community leaders, LG, members of the National Parliament, civil society members, media personnel and NGO professionals.
- **Conducted 11 workshops in divisional cities including Dhaka:** A total 11 workshops were conducted in Dhaka, Khulna, Sylhet, Chittagong, Rajshahi, Barisal, Rangpur and CHT from June 28 to July 17. A total of ..... PNGOs and .....staff members participated in the training course. The key issues discussed in the workshops were: Context and Perception about the Campaign, Importance of the campaign, Campaign Strategies, partners' role and ownership in the campaign, SWOT analysis and Risk analysis and assumptions. The format of each regional consultation workshop was similar, which include debate, discussion and brain storming among the participants and finally building common ground for the campaign.