

Bangladesh

FSM NETWORK ACTION PLAN 2022-24

Driving Transformative Change

September 5 & 6, 2022



Bangladesh FSM Network

EXECUTIVE SUMMARY

Transformational change is required in the faecal sludge management (FSM) sector if the Sustainable Development Goal of ensuring access to equitable safely managed sanitation is going to be realized in Bangladesh's district level cities and their municipalities. But transformational change does not occur without deliberate planning and guidance.

The current situation sees many casual workers employed as sanitation workers or waste workers engaged in the sanitation sector. These workers survive on a meagre income, are often discriminated by the broader community, and have limited access to health care. Hardly a dignified life - this needs to change.

The Bangladesh FSM Network is a civil society network comprising of international and national NGO's, research and academic institutions, government departments, city corporations and municipalities. It seeks to support the Government of Bangladesh at both National Policy level, and at municipality planning and implementation level, while simultaneously working alongside local sanitation workers to give a platform for their voices to be heard. The FSM Network provides access to demonstrations, evidence base and knowledge sharing platforms, and policy advice. The network supports municipalities and government to strengthen their FSM planning and implementation, including to the poorest communities in their jurisdictions, and assists them to partner productively with sanitation worker cooperatives.

After 7 years of sectoral leadership, the Bangladesh FSM network has now undertaken a strategic business planning process to ensure that the Network has a shared vision, intentional direction, consensus on priority activities, and importantly a pathway towards resourcing the plan.

This Action Plan 2022-24 is the outcome of this strategic planning process. Initially, it outlines the priority policy agenda items and the desired changes that will occur. Then it articulates the activities and budgetary consideration that will drive the impact and efficacy of the FSM Network over the coming 24 months.

This Bangladesh FSM Network Action Plan 2022-24, in conjunction with the Government of Bangladesh's Institutional and Regulatory Framework for Faecal Sludge Management and the National Action Plan (Poroshouva) will assist Bangladesh transition to safely managed urban sanitation, and see the frontline workers work and live with dignity and security.

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INTRODUCTION

Bangladesh FSM Network

The Bangladesh Faecal Sludge Management (FSM) Network is a common and collective platform for sector actors to generate ideas, share views, influence policy and practice, and raise a collective voice to meet the challenges of sanitation sector.

The Network seeks to support the Government of Bangladesh in their endeavor to achieve transformational change in the FSM sector in Bangladesh. The Government of Bangladesh has made, and continues to make, progress in highlighting the need for change in the FSM sector.

However, due to the understandable resource limitations, which are common to all governments, the FSM Network is well positioned to offer research, policy, and practice expertise to strengthen and extend the Government's ability to drive change. The network, with its established community connections, can assist Municipalities and stakeholders reach "the last mile". That is, to provide safe FSM services to the poorest communities, often living in slum settlements, where municipality trucks will often not be able to access.

The Bangladesh FSM Network was established in 2016 as a sectoral network of organisations with the shared goal of improving urban sanitation through safe management of faecal sludge, and in doing so contributing to Bangladesh's ability to achieve the Sustainable Development Goal Target 6.2.¹ The network currently consists of stakeholders from government organisations, city corporations, municipalities, development organisations, academic institutions and the private sector.

Of course, the network also partners very closely with, and works for the benefit of, the sanitation workers who are the backbone of FSM in Bangladesh. These individuals, their families, and the cooperatives that they form represent some of the poorest and most marginalized communities in the towns and cities of Bangladesh. The negative consequences poorly managed FSM and unsafe working environments disproportionately women and children.

The FSM Network enables platforms for sanitation workers' voices, both male and female, to be heard, and creates opportunities for them to participate at regional and national level discussions. It desired to see all workers have access to the safety equipment and health care that are essential for a high risk sector like FSM.

The network's two primary objectives are (i) to work in a collaborative learning approach with all stakeholders to capture evidence, communicate knowledge and facilitate sectoral capacity building; and (ii) To engage and provide strategic guidance to FSM stakeholders for advancing appropriate technologies and approaches for safe and sustainable management of faecal sludge, including for the poorest communities.

¹ SDG Target 6.2 - Sanitation and hygiene: By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations. With the specific indicator of "Population using safely managed sanitation services (%)" Source: WHO/UNICEF – 2022 Joint Monitoring Report, available at washdata.org

Through these primary objectives the Bangladesh FSM Network will assist with the implementation of the FSM National Action Plan² and the localization of the FSM Institutional and Regulatory Framework.³

The Network's overarching Vision and Mission is:

Vision

Ensuring a safe and sustainable faecal sludge management system in Bangladesh for improved public health and living environment for all by 2030

Mission

To act as a knowledge and advocacy platform to advise on policy and practice changes that will improve access to adequate, equitable and improved sanitation

² Government of Bangladesh, 2020, Local Government Division, National Action Plan.

³ Government of Bangladesh, 2017, Policy Support Branch, Local Government Division, *Institutional and Regulatory Framework for Faecal Sludge Management (IRF-FSM)*

FSM NETWORK IMPACT AND ACHIEVEMENTS

Over the past 7 years the FSM network has provided sectoral leadership to advance the knowledge, dialogue, and practice of FSM in Bangladesh. The impact of the network has been achieved through a range of events, activities, promotions, and national level policy discussions. Some of achievements to date include the following:

- National FSM Convention and National Sweepers' Convention – 2016, 2017, 2018 and 2020
- Launch of the Institutional and Regulatory Framework for Faecal Sludge Management
- Increased commitment from the LGD towards the health and safety of sanitation workers
- DWASA incorporating FSM in the Dhaka Sewerage Master Plan
- Fertiliser companies engaged in conversations about using faecal sludge as a primary product.
- Advocating and successfully ensuring all front-line workers get priority access to safety equipment and vaccinations during the COVID-19 epidemic.
- Network members have also facilitated – media engagements (both newspaper and TV); research publications; training courses (both online and in-person); participation in international conferences on FSM.
- Created opportunities for female representation and leadership in cooperatives, and for female voices to be heard in the FSM dialogue
- Enabled the participation of representatives and decision makers from the Government of Bangladesh and other development partners in international conferences, and similar knowledge sharing platforms.

Despite the impact and achievements of the past 6 years, and there is much to be celebrated, the FSM Network identified a need to plan and deliver activities with a more strategic and intentional approach. The Network desired to prioritise the key aspects of their policy agenda to drive change, and then the long term and specific changes that the network seeks to impact. Moving to a strategic Business Plan for the coming 24 months will enable a more unified and impactful approach over the coming years.

FSM NETWORK POLICY AGENDA AND PRIORITY CHANGES

In 2021 the Bangladesh FSM Network core members held a workshop to develop and agree upon its Policy Agenda. Accompanying this policy agenda, the Network identified both long term and more immediate specific changes required within the sector for effectively rolling out the FSM National Action plan and Institutional and Regulatory Framework for FSM. This Policy Agenda, and the associated practice changes, will therefore increase the network's impact and assist the Government, through local Municipalities, achieving the target for SDG 6.2.

The policy agenda, and these priority changes are reflected and integrated into the FSM Network Action Plan. Or, put another way, the Action Plan is the mechanism through which the Policy Agenda and priority changes will be achieved. The 5 areas of the policy agenda are:

- Improve waste and sanitation workers' quality of life and livelihood – with a particular focus on ensuring gender equity
- Encourage uptake and integration of City-Wide Inclusive Sanitation (CWIS) approaches in National and City/Municipality programmes for sustainable sanitation
- Develop alternative approaches for sanitation financing – including opportunities to promote city wide sanitation tax
- Drive private sector engagement in urban sanitation value chain and faecal sludge management
- Advance faecal sludge management standardisation and certification processes for both service processes and end use products.

These policy agendas along with their high-level changes and the specific changes are all outlined in Table 1 on the following page. Table 1 presents the five agreed policy agenda points in the far-left column. This was then followed by the long-term changes that each of those policy agenda items should lead to. However, there were a range of short term changes, or change pathways, that could be utilised to achieve the long term change under each policy agenda item. These short term changes were identified by members of the network- and then workshop participants voted for their priority short term changes – the results of the voting is presented in the far right column.

So there is now agreement within the Network, that the top two scoring short-term changes will be used as the change pathways to initiate long-term change.

Policy Agenda	Long term change	Short term specific change	Vote Counts
Improve waste and sanitation workers' quality of life and livelihood	Social, economic empowerment and dignified lives of Sanitation workers from decent job/work	Access to Health and Life Insurance	13
		Entrepreneurship Development (finance, technology, skill, business development, trade licensing)	10
		Decent Jobs: Development and Enforcement of the Labour Standards	7
		Protection: raised collective voice for social safety and inclusion	6
		Access to Occupational Health and Safety Materials and Support Services	1
Encourage uptake and integration of City-Wide Inclusive Sanitation (CWIS) in Municipal planning processes	Increased CWIS Integration in municipality plans	Mind-set change of urban authorities for CWIS integration (Planning & allocation)	19
		Mind-set change of service providers for CWIS integration (Delivery & quality control)	2
		Mind-set change of citizens for CWIS integration (awareness & demand creation)	1
Develop alternative approaches for sanitation financing	Enabling environment for increased access to inclusive and sustainable financing for sanitation	Sustainable financing, Mechanism at LGI (cost, centre, sanitation tax, ring fenced)	15
		Inclusion of small-scale sanitation project in PPP rules	4
		Inclusion of small entities & informal sector in policy	3
Advance faecal sludge management standardisation and certification processes	To set standards that will ensure safely managed sanitation services	The certification process is recognised	9
		Risk critical minimum standards are practised	6
Drive private sector engagement in urban sanitation	Ensure professionals/effective FSM service delivery to city dwellers for safe sanitation	Create knowledge among Private sectors/investors by showing evidence	12
		Influence the perception of LGD and LGIs about privatization or outsourcing the services	10
		Reduce the risk for Private sectors to come to the business	6

Table 1: The FSM Network Bangladesh Policy Agenda, long term change and specific changes as developed in the Nov 2021 FSM Network meeting

****To understand the linkages between these policy agenda and the identified priority actions presented below please see Appendix 1.**

BANGLADESH FSM NETWORK

ACTION PLAN 2022-24

To achieve the Government of Bangladesh's desire to achieve the Sustainable Development Goals, and particularly to see universal access to safely managed sanitation, transformative change in the faecal sludge management sector is required. The current rate of gradual progress needs to be replaced by accelerating and exponential change. These processes of change will require effective partnership across government, non-government, private and academic spheres.

Strategic collaborations, replication of best practice, impact focussed research, creative financing mechanisms enabling rapid scaling, and continuously strengthening policy, legislative and regulatory platforms are all required to enable this desired change.

The Bangladesh FSM Network desires to contribute to this future. It recognises that to maximise impact and champion for transformative change, ad hoc and reactionary activities will not be adequate. Rather, it seeks to develop strategic priorities, and select and implement targeted activities that will achieve prioritised changes across the sector.

The Bangladesh FSM Network Action Plan 2022-24 seeks to guide the network's planning, budgetary priorities, and mobilise additional resources required to achieve this change.

BANGLADESH FSM NETWORK

ACTION PLAN 2022-24 DEVELOPMENT PROCESS

The Bangladesh FSM Network Action Plan is the result of both the FSM Network Core Members workshop held in November 2021 and the FSM Network Core Members Action Planning Workshop held in Sept 2022.

The November 2021 workshop resulted in the development of agreed long-term change outcomes, and shorter-term specific changes that the network desired to achieve.

The September 2022 FSM Network Action Plan workshop then developed concrete activities, timelines, thematic focus and budgets that would assist in realizing both the short-term change, and in turn contribute to the long-term changes within the sector that are required.

Through collaborative processes, inviting contributions and perspectives from research, practice, and donor perspectives the development of the 2022-24 Action Plan sought to use a strengths-based⁴ approach to identify and then develop strategic actions.

⁴ A strengths-based approach, also known as Asset Based Community Development, considers the assets, skills and capabilities that are currently in the sector or field of interest, and seeks to build on these to achieve transformative change. Acknowledging that development is more likely to occur when beginning from a place of recognising strengths, rather than beginning from a perspective of deficit. Willetts et al., "The Practice of a Strengths-Based Approach to Community Development in Solomon Islands."

FSM NETWORK ACTION PLAN 2022-24: ACTIVITIES

This section presents the areas of strategic activity that have been prioritised for the 24-month period from Oct 2022 through until the end of Sept 2024. The section below provides a narrative overview of the activities. Full details, including proposed timing, and the thematic foci of the activities/events and how they will link directly to the Network's policy agenda and priority changes are included in the Appendix

1) Bangladesh FSM Network's publicity, policy, and media impact

The network agrees that to increase scope and impact a broader network needs to be reached that includes members of the public, government and media sectors. To this end the Network will expand its efforts for broader communication and social impact. This includes the ongoing development of the Network's website, the development and dissemination of online content - including social media content, webinars and online newsletters.

Additionally, the Network will prioritise working with the traditional media sector to increase their understanding of FSM, their concern for safe FSM and their willingness to cover FSM within their programs and media channels. This will include – capacity development workshops for members of the media, the facilitation of televised talk shows, high level roundtable meetings with media and government.

2) Conventions, Events and Regional Network Collaboration

CONVENTIONS: Since the inaugural FSM convention in 2016, the regular national level FSM Conventions and Sweeper Conventions have been a core activity of the Bangladesh FSM Network. These events have highlighted best practice, enabled a collective voice to Government/media on the importance of FSM and enabled inter-organisational lesson learning, mutual sharing and increased sectorial collaboration.

With the Government continuing to prioritise FSM as the preferred sanitation waste management option these conventions will continue to play a key role in the national level dialogue.

REGIONAL ALLIANCE BUILDING: Throughout South Asia FSM is a common challenge for governments – and a sector that collective learning and knowledge sharing, through a regional alliance has great potential. In India the National Faecal Sludge and Septage Management (NFSSM) Alliance play a leading role. In Nepal the CWIS Alliance is the relevant national network and Sri Lanka, through the International Water Management Institute's Resource Recovery Project, have developed multiple business models for sustainable FSM. The Bangladesh FSM Network sees the potential for impact through collaborative action and shared research and evidence building.

The South Asia Regional Alliance would also be able to more proactively speak into the global FSM discussion through the global FSM Alliance, international conference, World Water Week and the International Water Association.

As two examples – (1) a recent visit by the NFSSMA from India to Bangladesh helped the FSM Network to identify ways that their systems could be strengthened for improved governance and increased impact; (2) Bangladesh FSM Network participation in FSM7⁵ is an upcoming opportunity for learning and sharing

3) Strengthening Network Governance Arrangements

There is strong consensus that the Bangladesh FSM Network's governance arrangements need strengthening to enable future impact and potential expansion⁶.

To this end, the Bangladesh FSM Network has initiated a process to

- (i) clarify registration/legal requirements;
- (ii) develop an MoU for the founding members and the secretariat – addressing issues such as financial risk management; auditing and financial reporting;
- (iii) finalise a MoU for the establishment and operation of an Executive Committee/Advisory Committee who will provide overarching and strategic leadership to the Network's development and direction in the coming years; and
- (iv) develop Member Charters for both institutional and individual members outlining the expected ways of participating within the network.

A clear and robust governance arrangement will provide a firm foundation from which the impact and activities of the Bangladesh FSM Network can develop, increasing both scope and impact.

4) Bangladesh FSM Network Membership

The potential reach, impact and efficacy of the Network is currently limited by its membership base. To increase the networks' impact and efficacy a critical initial step is to expand the network's membership. There are INGOs, local NGOs, academic institutions, UN/development organisations, government departments and multiple municipalities/city corporations that could benefit from, as well as contribute to, the activities and impacts of the Network.

While acknowledging that to date the model of network participation in Bangladesh is free participation (e.g., MHM Platform) there is broad agreement that membership to the FSM Network should be on an annual subscription basis. To achieve this, the network recognises the need to demonstrate value for money to ensure that both institutions and individuals choose to become members.

The current proposed annual fees for members is as follows:

Founding members –	200,000 taka/year
International NGO institutional members –	100,000 taka/year
Local NGO institutional members –	10,000 taka/year
Individual members –	1,000 taka/year
Youth/student members –	500 taka/year
City/Municipality members -	5,000 taka/year

⁵ The 7th International Conference on Faecal Sludge Management (FSM7) will be held from Feb 19th-23rd 2023 in Abidjan, Ivory Coast. The Call for abstracts was released on Sept 5th, 2022, and abstract submissions are due by Sept 30th, 2022.

⁶ This need for strengthening the Governance aspects of the Bangladesh FSM Network was raised in the visit of representatives from India's NFSSM alliance in early 2022.

FSM NETWORK ACTION PLAN 2022-24: BUDGET

A considerable contribution of the schedule and effort at the FSM Network's Sept 2022 Action Plan workshop was dedicated to progressing conversations and understanding alternative approaches to ensuring a suitable budget would be achieved for the 24-month implementation period of this Action Plan.

While final budget figures are not yet ready to be shared – an update on budget considerations, commitments and alternatives is included here.

There is agreement from all parties present that to implement the activities proposed in this Action Plan the networks budget will need to significantly increase. There was robust conversation around the alternatives for how to enable this increased budgetary demand.

- 1) **Contributions by founding members** – all five founding partners agreed to continue contributing to the Network at a rate of 200,000 taka per year. In addition to this the founding organisations agree to contribute, to the degree they choose, to Network Activities on an event basis. E.g., Through voluntary contributions above and beyond their annual contributions the Network website is fully funded. Additionally, organisations verbally committed to supporting the National Convention – as per the ability and desire of each organisation.
- 2) **Contributions through new members' fees** – with the network now inviting new members to be paid members with voting rights and other bonuses, the network expects to raise additional flexible funding through these new partners.
- 3) **In-kind contributions to decrease budget bottom line** – there was discussion how some of the budget line items could have their costs significantly cut if member organisations are willing to take responsibility for the activity and have them branded as a network activity. E.g. – podcast, webinar, social media and newsletter costs could all be significantly reduced if each member organisation was willing to lead or invest time into them.
- 4) **Utilisation of project funding/activities to be co-branded as Network Activities** – another option for decreasing budget requirements is through utilising Founding Member organisations' project funding for activities which align with both the projects and the Network's activities and these activities then could be co-branded as both project and Network activities.
- 5) **FSM Network as co-grantees on grant applications** – it was discussed that founding members could include the network as co-grantees/sub-grantees when they are applying for future funding grants. While the Network does not have the legal/financial status to apply for funding in its own right – maybe it could be a sub-grantee?
- 6) **Resource mobilisation through development partners** – Additionally, there is the option of seeking additional resources through development partners. However, prior to approaching any potential donor – there is a need to attempt to cover as much of the resource requirements through in-house sources, either cash contributions or budget reductions through in-kind contributions. Only once in-house contributions are more than 25% will we approach donors.

Budgetary discussions are on-going with all founding members being invited to review and update their ability to contribute to the network costs – both for general network budget and for specific events.

Next steps:

Implementing the FSM Network Action Plan

- 1) Governance – Practical Action as the Network Secretariat will coordinate a ToR to be shared with the Governance Committee who will provide input, before Practical Action engages a legal counsel to provide guidance and clarity on the legal and financial implications of the range of legal registrations available including no legal registration. Following this – the governance structure and status for the Network can be finalised.
- 2) Budgetary Considerations – a spreadsheet has been shared with all founding members for their internal discussions on resource allocation. This spreadsheet will be duly filled out by each founding member to indicate what possible financial contributions they are able to make for each of the upcoming events/priority activities. *[this is an indicative contribution only and there is no commitment to follow through or ramification if these amounts change with time]*. This spreadsheet has been shared and will be compiled by the end of September.
- 3) 2022 National Convention – The 2022 Bangladesh FSM Network National Convention will be held on December 06 2022.

CONCLUSION

“By failing to plan, you are preparing to fail,” Benjamin Franklin is credited with this very simple, yet poignant, saying which is applicable in many sectors of life. Or, in the words of one of the 20th Century’s greatest leaders, Winston Churchill, *“He who fails to plan is planning to fail.”* The Bangladesh FSM Network recognize the importance of planning for ensuring impact and progress towards safely managed urban sanitation.

This report is the outcome of a collaborative strategic planning process that sought consensus from the Network’s foundation partners, all of whom are sectoral leaders and champions for sustainable FSM. It present’s the Network’s priorities, policy agenda, desired changes within the FSM sector, and activities and budgetary discussions that will see this change effectively achieved.

This FSM Network Action Plan 2022-24, if successfully funded and implemented, will assist the Government of Bangladesh and dozens of Bangladeshi municipalities to enable transformative change in the management of faecal. The priority of improving service delivery forms, financing mechanisms and private sector engagement seeks to increase the sustainability and efficacy of the sector.

It is expected that the implementation of the FSM Network Action Plan 2022-24 will have wide-ranging, and long-term positive impacts on public health, environmental health in and surrounding secondary cities, and, arguably, most importantly, these activities will improve the living standards, health and dignity of the hundreds of thousands of men and women engaged as street sweepers and pit emptiers across the country. These individuals and their families provide a critical service to Bangladesh, and yet, until this day are facing health risks and social exclusion as a result.

The Bangladesh FSM Network, invite all interested stakeholders – community, government, academic, civil society, donor organization and other development actors – to join with us as we strive for safe, clean and green cities. As we strive for the sustainable production, sale and application of viable end-use products. As we strive to transparent municipality planning and inclusive sanitation services. As we strive for safely managed sanitation right across Bangladesh.

Appendix 1:

ACTIVITIES & POLICY AGENDA LINKAGE

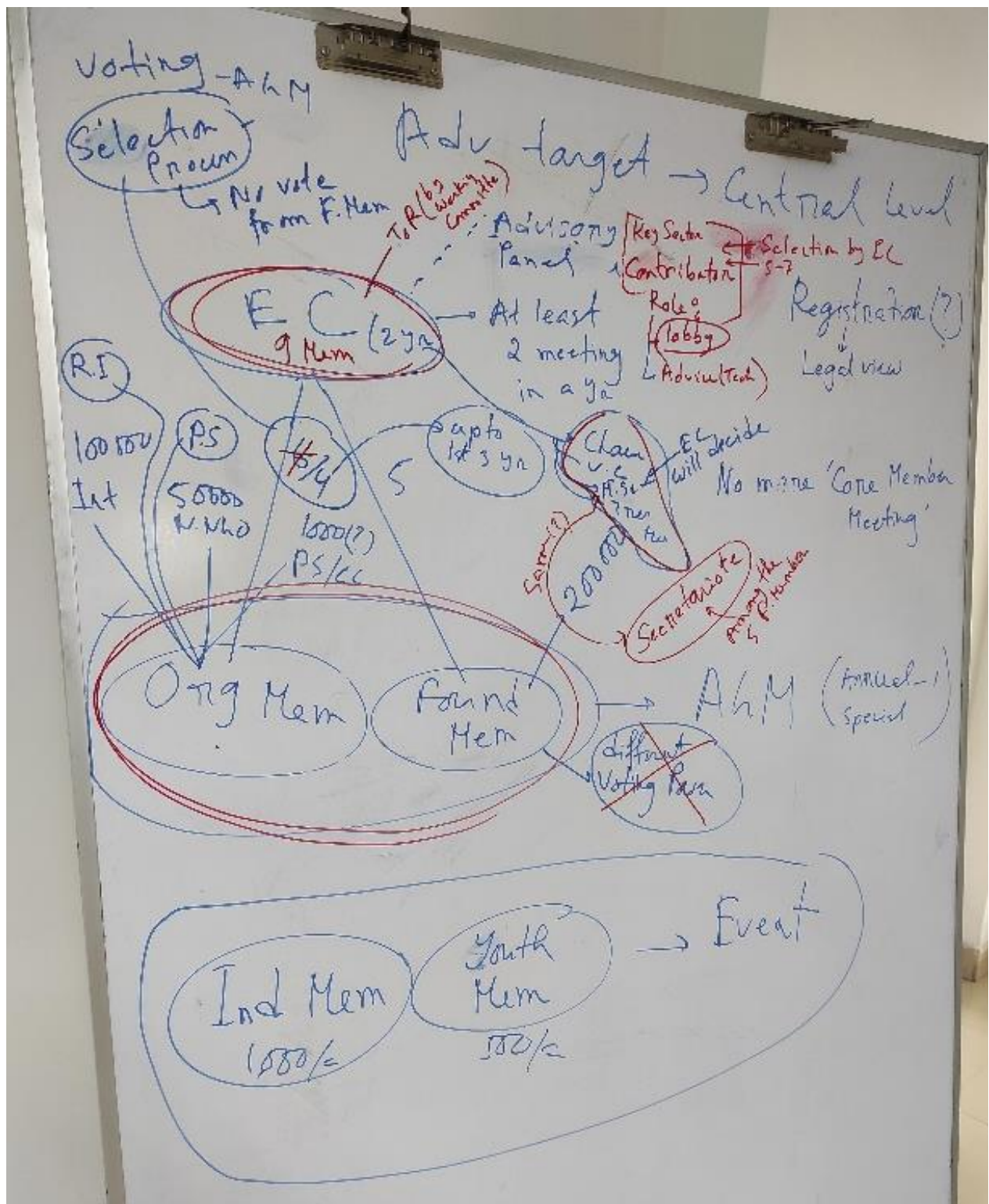
This appendix lists the activities and sub-activities that were planned during the Bangladesh FSM Network Business Plan 2022-24 workshop. Please note – the ideas in the column under “Connection to FSM Network Policy Agenda or functioning” are flexible and might change. Some of them were identified at the workshop – others are included as an example to demonstrate how the activities can closely link to the priority policy agenda and desired changes that the Network is endeavoring to achieve.

	Activity	Sub-Activity	Connection to FSM Network Policy Agenda or functioning
Advocacy, Publicity and Website	Website Development and updating	Website - development, launch, updating	Increased network reach
		Network newsletter	Quarterly newsletters, webinars and podcasts have different thematic focus aligning with the Policy Agenda. here are 4 introductory examples 1) Introduction to FSM 2) Sanitation Workers - our Heros! A discussion on sanitation worker lives and livelihoods - access to PPE, health care, medical insurance and social inclusion. 3) That compost is made from WHAT?? A discussion on certification, standardisation and risk - exploring co-composting it's potential and barriers. 4) Sanitation financing -
		Regular webinars	
		Podcast	
	Media Sensitisation	Media Sensitisation and capacity development workshop for journalists	These activities seek to increase the degree to which FSM is featured in mainstream media - by increasing media personality/journalist awareness of the issues and presenting interesting themes for shows. Examples could include: 1) City Wide Inclusive Sanitation - so much potential! Our hope for clean and safe cities! 2) Giving a voice to the voiceless - how sanitationworkers keep our cities clean and safe - but never get to share their experiences! 3) It's happening all around the world! Privatisation and outsourcing Municipal services to the private sector - an opportunity or a dead end.
		Roundtable with sector experts, government officials and Media	
		Electronic media (TV) Talk shows	

	Activity	Sub-Activity	Connection to FSM Network Policy Agenda or functioning
Events, Networks and National Conventions	National FSM Conventions	FSM Network national convention 2022	Private sector engagement in the CWIS initiatives in Bangladesh. Create knowledge among Private sectors/investors by showing evidence There is great potential for private sector engagement in CWIS initiatives.
		FSM Network national convention 2023	Enabling environment for increased access to inclusive and sustainable financing for sanitation
		Sweepers Convention, 2023	Social, economic empowerment and dignified lives of Sanitation workers from decent job/work
		FSM Network national convention 2024	End use products - turning Faecal Sludge into a financially viable product. A discussion on end products, certification and increasing market share.
		Sweepers Convention 2024	Social, economic empowerment and dignified lives of Sanitation workers from decent job/work
	FSM Network engagement in FSM7	1. Physical Stall	City-Wise Inclusive Sanitation - experience from Bangladesh and the Government Plans for scaling up
		2. Side event from network	City-Wise Inclusive Sanitation - experience from Bangladesh and the Government Plans for scaling up
		3. Editorial & Mentorship	City-Wise Inclusive Sanitation
	South Asian Regional Alliance Building and Strengthening partnership	Regional FSM Alliance	Improved collaboration, learning and sharing of evidence throughout South Asia
	FSM Business Summit		Create knowledge among Private sectors/investors by showing evidence
Governance	New members recruitment and orientation		Increased network reach
	Annual General meeting		Strengthened and improved governance.
	Half yearly meeting		Strengthened and improved governance.
	Finalising memorandum for members		Strengthened and improved governance.
	Network legal registration and Secretariat MoU		Strengthened and improved governance.

Appendix 2:

GOVERNANCE AND MEMBERSHIP



Appendix 3:

ACTIVITY PLAN

	2022	2023				2024		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
National FSM Conventions								
2022 FSM Convention								
2022 Pit-emptiers convention								
2023 FSM Convention								
2023 Pit-emptiers convention								
FSM Network engagement in FSM7								
South Asian Regional FSM Alliance								
FSM Business Summit								
Digital marketing								
Digital Content Development								
Social Media Promotion								
Website Development								
Development of Website								
Regular update and maintenance								
Regular webinar arrangements	1	1	1	1	1	1	1	1
Newsletter				1				1
Media Sensitisation								
Media Sensitisation and capacity development workshop for journalists		1		1		1		1
Roundtable with sector experts, government officials and Media			1				1	
Electronic media (TV) Talk shows		1		1		1		1
Podcast	1	1	1	1	1	1	1	1
Content Marketing	1	1	1	1	1	1	1	1
Formalising Governance structures								
MOU for secretariat role								
Member's charter								
Composition and TOR for executive, advisory committee								
Annual General meeting								
Advisory Committee meeting								
Membership recruitment								
Study Assessment & Research								

Appendix 4:

ACTIVITIES' DRAFT BUDGET

Activity Name		No of events	Est. budget per event	Est budget requirements
FSM National Convention	FSM National Convention	2	2,500,000	5,000,000
FSM Network Bangladesh Engagement in FSM7	FSM Network Bangladesh Engagement in FSM7	1	2,500,000	2,500,000
South Asian Regional Alliance Building and Strengthening partnership	South Asian Regional Alliance Building and Strengthening partnership (NFSSM Alliance India)	1	2,000,000	2,000,000
Influence through digital media	Digital Content Development	1	1,000,000	1,000,000
	Social Media Campaigns	1	200,000	200,000
Website development	Development of Website	1	600,000	600,000
	Regular update and maintenance	2		
	Regular webinar arrangements	8	50,000	400,000
	Newsletter	2	200,000	400,000
Media engagement	Media Sensitisation & Capacity Building Workshops for Journalists	2	600,000	1,200,000
	Roundtables with Sector Experts and Media	2	500,000	1,000,000
	Electronic Media (TV) Talk Shows	4	250,000	1,000,000
	Podcast	8	25,000	200,000
Study Assessment and Research	Studies to advance policy agenda	2	1,500,000	3,000,000
Annual General Meeting		2	300,000	600,000
Half Yearly Meeting		4	50,000	200,000
New members recruitment and orientation		1	300,000	300,000

Appendix 5: SNAPSHOT OF THE WORKSHOPS

