

BCCP's experience in developing and implementing Advocacy and Community Mobilization interventions

Based on many years of experience in implementing Behavior Change Communication (BCC) activities in Bangladesh and the lessons learned on what works and what does not, BCCP has been developing and implementing community-based intervention for behavior change, advocacy, and community mobilization following research based scientific tools and steps, processes, principles and mechanisms.

Engaging community with GoBs transparent public procurement system – the Digitizing Implementation Monitoring and Public Procurement Project (DIMAPPP):

Advocacy and citizen engagement found very relevant in Digitizing Implementation Monitoring and Public Procurement (DIMAPP) Project. BCCP Central Procurement Technical Unit (CPTU) under the Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning is implementing the “Digitizing Implementation Monitoring and Public Procurement (DIMAPP) Project” since 2018 to continue up to now. Aiming at strengthening and institutionalize systems and functions of strategic communication for stakeholder and citizen engagement within the transparent public procurement practice.

BCCP's advocacy and citizen engagement efforts encompassed several approaches in an overarching manner: Advocacy and dialogue facilitation at district and regional levels which includes mobilization and institutionalization of Government-Tenderers' Forum (GTF) and preparation and use of a set of advocacy materials, holding round table discussion etc. Media sensitization and capacity development through newspaper supplement, media guide, media orientation at district and division levels, news dissemination and media tracking. Citizen Engagement through BGTF and transparency in public procurement.

As a unique advocacy and dialogue facilitation technique, BCCP has piloted, developed the model and established the first of its kind Bangladesh Government-Tenderers' Forum (BGTF). BGTF is to create scopes for open dialogue and discussion between Tenderers and Procurement Entities (PE) that facilitates efficient and effective implementation of government procurement contracts. BCCP supported to establish such 64 forums in 64 districts across Bangladesh. The BGTF is acting as a central platform of the 64 GTFs for maintaining better coordination and side by side facilitating the groups to discuss public procurement issues.

These advocacy and citizen engagement interventions has already started bringing changes to the mindset of government Procuring Entities (PE), Tenderers, Policymakers, media, and stakeholders and thus is contributing to ensuring efficient public procurement management and monitoring in line with the objectives of DIMAPPP.

Advocacy and networking for Bangladesh tobacco control program

BCCP with funding from the Bloomberg Philanthropies through JHSPH, Baltimore, USA formed the Bangladesh Tobacco Control Research Network (BTCRN) through a Research Network Kick-off Meeting held in April 2013. The BTCRN was launched in September 2013. More than a hundred faculties and researchers of different universities, institutions and organizations expressed a wish to join the network. Since its inception, the BTCRN has been serving as a platform for providing support and guidance to potential tobacco control

researchers in Bangladesh for the overall purpose of developing a local evidence-based research repository to enhance effective tobacco control policy development and implementation.

The BTCRN offers both institutional and individual membership, including student membership. Any Bangladeshi university, institution, national and local NGO, government organization, and individuals who are interested in tobacco control and signs a declaration that they are in no way affiliated with the tobacco industry, including engaging in advertising or distribution of tobacco or tobacco-related products can be a member of this network.

The specific objectives of the program are to:

- Enhance the local evidence-base on tobacco control in Bangladesh.
- Develop a self-sustaining network as a forum for tobacco control researchers to exchange ideas, share research findings, generate new tobacco control research and utilize their findings.

Involving capacity building workshops covering the whole spectrum of the research process, the program has been implemented over the last four years with an emphasis on engaging graduate student researchers. All Bangladeshi postgraduate students and established researchers aspiring to contribute to tobacco control are eligible to apply for the grants. The applicants are encouraged to choose topics related to the priority issues of the Bloomberg Initiative to reduce Tobacco Use. Proposals on generating local evidence that contribute to developing a new policy or strengthen an existing one in line with the components of the World Health Organization's MPOWER package are recommended.

Ujjiban SBCC Project

Capacity and System Strengthening effort under this project for the Ministry of Health and Family Welfare (MoHFW) to advocate for and provide technical assistance to enhance technical capacity to plan, design, implement, monitor and evaluate coordinated SBCC programs and campaigns to get strengthened. Ujjiban's capacity and system strengthening component is working at organizational and system level of relevant units of MoHFW to improve their systems for providing the strategies, SBCC tools, training, and supportive supervision needed to ensure sustainable impact of SBCC programs on health population nutrition areas.

Key Achievements:

Scale-up and monitor use of SBCC tools introduced within Units of MoHFW (IEM, NNS, BHE, CBHC, NTP):

- Develop eToolkit and eLearning course and provide technical assistance to the Units in forming resource pool at different tier from central to upazila level (250 trainers).
- Develop apps and provide technical assistance to IEM, BHE to scale up the use of the Online SBCC Material Approval (OSMA) and SBCC Activity Monitoring Checklist for Field Supervisor (SAMCS) apps for the frontline supervisors (FPI and AHI).
- Facilitate the units (IEM, BHE, and NNS) to continue annually assessing their SBCC capacity using the Capacity Assessment Tool (CAT) to develop annual capacity strengthening plans and allocate resources for SBCC in the respective OPs.
- Develop manual and provide technical assistance to the IEM unit to conduct a series of ToTs on Pre-Marital Counselling Guidebook for the FP program managers to scale-up the pre-marital counselling.

- Develop curriculum and provide support to BHE to conduct a series of ToTs on “Effective Health Communication” and ‘Lifestyle Health Education and Promotion’.

Capacity and System Strengthening:

- Develop curriculum and plan on integrated implementation of School Health Population Nutrition Education package (SHPNEP) for the school-based program to increase reach and coverage.
- Provide support to the Units to facilitate “SBCC Leadership and Coordination” cascade training and “Community Mobilization” training with OP resource for the health and FP program managers for efficient planning and implementation of SBCC program.
- Facilitate BCCWG members to regularly share updated information, program innovation, success stories, and lesson learned, opportunities for coordination in BCCWG website and meeting as community of practice for knowledge sharing and better coordination.

Child Labor Improvement in Bangladesh (CLIMB)

During 2019 to 2021 BCCP served as the media and communication partner for the Child Labor Improvements in Bangladesh (CLIMB) project under Winrock International and supported by the US Department of Labor (USDOL), led a comprehensive initiative aimed at community mobilization, engagement, and advocacy. This initiative focused on fortifying the capacities of Civil Society Organizations (CSOs) and journalists on child labor (CL) and forced child labor (FCL) in Bangladesh's dried fish sector (DFS), while advocating for improved conditions for children.

As part of community mobilization activities, BCCP organized a series of events at the local level, providing technical support to local CSOs in planning and executing community-based BCC initiatives. With the aim of instigating a ripple effect toward eliminating child labor from the sector, BCCP engaged stakeholders within the dried fish industry through strategic communication tools. Moreover, BCCP strengthened the capacity of CSOs in data collection, dissemination on child labor issues, fostering local awareness campaigns, and advocating for access to grievance mechanisms for victims of labor exploitation.

Furthermore, BCCP undertook national-level advocacy measures, disseminating reports and organizing joint roundtable discussions with leading newspapers, TV talk shows, live radio programs and radio magazines. These efforts were pivotal in organizing national advocacy events targeting policy planners, including relevant ministries, directorates, and departments, to elicit a responsive approach toward the strategic development of children. Consequently, Bangladesh made substantial progresses in combating the worst forms of child labor. The Department of Inspections for Factories and Establishments successfully rescued 3,990 children from various hazardous sectors. Additionally, the government of Bangladesh expanded the 'Hazardous Work List' to include five additional sectors, including the 'Child Labor in the Dried Fish Sector.'

Emergency Multi-Sector Rohingya Crisis Response Project (EMCRP)

The Emergency Multi-Sector Rohingya Crisis Response Project (EMCRP), supported by the World Bank, stands as a pivotal initiative addressing the needs of Forcibly Displaced Myanmar Nationals (FDMN) and the Host Community within Cox's Bazar District. The Bangladesh Center for Communication Programs (BCCP) has been a communication partner, providing Communication and Awareness Services (CAS) to LGED under EMCRP since 2019. The aim is to reinforce LGED's communication capacity to undertake Social and behavioral Change (SBC) activities. BCCP's role extends to raising awareness among FDMN and the host community regarding the responsible utilization of service facilities. The dedicated project office in Ukhiya Upazila, Cox's Bazar district, has targeted a population of 1,096,859, employing a communication strategy designed by BCCP for community mobilization.

BCCP's efforts have already produced tangible improvements, including heightened beneficiary knowledge on responsible infrastructure usage and increased awareness (92.8%) about disaster management, particularly among FDMNs. Furthermore, there's a notable rise (14.8%) in overall knowledge about the 'cyclone warning' system among beneficiaries. Community engagement initiatives have significantly influenced a positive shift towards responsible use of infrastructure services, facilitated by involvement from community leaders and religious figures like Majhis. Additionally, best practice dissemination and media leverage have garnered attention from policymakers, including the Ministry of Disaster Management and Relief (MoDMR), LGED, DPHE, Forest Department, Fire Service, and civil defense.

Student Leadership Development Workshops

As part of Bangladesh Center for Communication Programs (BCCP) continuous effort for building an empowered and informed community, a “Student Leadership Development Workshops” program with financial support from the Information Support Team (IST) of the US Embassy, Dhaka was undertaken and carried out by BCCP to foster a positive change among the youths and make them future leaders. Through youth leadership programs, young people gain the skills and knowledge to lead civic engagement, education reform, and community organizing activities. Youth leadership is both an internal and an external process. Youth leadership is important because it can help young people develop skills, confidence, and identity that can benefit them and society in the future.

Through Private University Student Leadership Development Workshop BCCP undertook an initiative with the title "Bangladesh Private University Student Leadership Development Workshop" for three selected private universities of Dhaka City with the 300 students with 100 students from each university in September 2013. In a row of six theme-based series of SLD workshops and Capstone Seminar, the intervention brought a group of students together to shape up their knowledge, perception, attitude, and preferences related to pluralism, diversity, non-violent conflict resolution and inter-religious affairs. They were also provided with life skills essential for decision-making, problem solving, creative thinking, self-awareness and coping with stress and emotion.

To encourage leadership & capacity building of the university students as well as strengthening the connection among the students and law enforcement agencies, BCCP had undertaken the program titled “Student & Police Engagement-Student Leadership Development Workshops” in 2016 as a follow-on program of the " Bangladesh Private University Student Leadership Development Workshop" at the Rajshahi, Chottogram and

Sylhet. The objective of the program was to strengthen the relationship between students and police and among other things promote peaceful resolution of conflicts. Integration of the police in the SLDW program was expected to form a student-police relationship that will provide insights into each other's viewpoint, create tolerance, and motivate them to help maintain law and order in the society.

NGO Health Service Delivery Program (NHSDP)

In order to promote improved healthy behaviors and practices through behavior change communication and knowledge managed, the NGO Health Service Delivery Program (NHSDP) focused on the capacity building of the NGO staff in IPC/C and demand generation through BCC campaigns. Being communication partner BCCP worked in this 5-year project that focused on continued advocacy with community stakeholder, GoB and NGO level policy makers and with the news media to leverage the power of media promoting media advocacy; capacity building of Surjer Hashi Community Support Group (SHCSG) and its members to facilitate the community mobilization process as well as adapt the community support system model.

Under a wide range of multi-media branding campaign popularizing the NHSDP's 398 service delivery sites situated in 64 districts having a coverage of 20.2 million people with Smiling Sun logo and having tagline as "Sincere in Healthcare" (স্বাস্থ্যসেবায় আন্তরিক) to effectively engage community, the existing SHCSGs structure has been revised and about 7581 SHCSG have been formed who were actively involved in organizing satellite clinics, mobilizing community to seek services from satellite clinics and refer them to static clinics. Community involvement in maternal survival has been emphasized through the birth preparedness initiative.

NHSDP envisions an empowered community with household level knowledge to practice model health behavior facilitated by the Surjer Hashi (SH) service delivery network. This promotes improved healthy behaviors and care seeking practices through behavior change communication/knowledge management and engaging community in promotion of healthy behaviors and care seeking practices.

Media advocacy initiatives were undertaken to highlight SH clinics' success stories through print and electronic media. Repositioning the SH brand name and logo with a tagline was finalized and executed to enhance the image and credibility of network clinics.

Communities are actively engaged in promotion of healthy behaviors and care seeking practices Surjer Hashi Health Group (SHHG) structure and functions, both in the urban and rural areas was done through the Project Directors (PD) Clinic Managers (CM), Service Promoters (SPs) and focus group discussions with existing Surjer Hashi Health Group (SHHG) members. Based on findings of the review detailed TOR, SHCSG's purpose, the composition of SHCSG ensuring representation of both women and poor, how SHCSG will function and, process of formation has been developed. A module for the orientation of different categories of staff was also developed and implemented.

In addition to these, NHSDP has taken on some initiatives to engage community with SH Clinics to improve the health status of the community through the support group, where their active participation is desired.

Urban Primary Health Care Services Project (UPHCP-II)

The Second Urban Primary Health Care Project (UPHCP-II), initiated by the Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives, has been targeting health care of the urban population, especially the poor. With the aim of increasing access to primary health care services, UPHCP-II provides services in 24 partnership areas in six City Corporations and five selected Municipalities of Bogra, Sirajganj, Savar, Comilla and Madhabdi, with a special feature of providing at least 30 per cent of each of the services for free to the poor. The project operates its health care services through 24 Comprehensive Reproductive Health Care Centers known as Nagar Matri Sadan, 161 Primary Health Care Centers known as Nagar Shastha Kendra and 600 Satellite Clinics located in the selected 24 partnership areas.

Acting as the Behavior Change Communication and Marketing (BCCM) firm of UPHCP-II since July 2007, BCCP was responsible for designing, implementing, coordinating and evaluating the BCCM component of the project with special focus on Advocacy and Community Mobilization. In order to plan out and implement the Advocacy and Community Mobilization approaches a Behavior Change Communication and Marketing (BCCM) Strategy was developed by BCCP under the guidance of the Project Management Unit (PMU) of UPHCP-II involving all concerned officials, partners and stakeholders. Following this strategy, year-wise work plans were developed and all BCCM activities were then conducted according to the work plans.

With a view to brand the services and the service centers with a common symbol, a branding logo was designed and developed. The newly developed logo “rainbow” was then promoted by conducting a well-orchestrated campaign both at the national level and the local level that involved production and utilization of a number of BCC materials. Another objective was to develop BCC capacity of different categories of service providers to enable them to plan, conduct and evaluate BCC programs at the local level. As a result, service providers of different tiers were given BCCM training as well as Inter-Personal Communication and Counselling (IPC/C) training, and also Advances in Health Communication Workshops and Message Development Workshops were conducted. In a bid to involve other stakeholders, leaders and influential people, different advocacy workshops, orientation programs and Future Search Conferences (FSC) were conducted utilizing a well-designed Advocacy Toolkit and other BCC materials as appropriate.

To promote the health care services and the service centers of UPHCP-II, a 13-episode enter-educate television drama serial Gari Chole Na was produced as part of planned major BCC interventions. Each of the episodes dealt with a message on a particular health topic which was delivered in an entertaining way as part of the drama. Matching with the normal flow of the drama, health-related messages were conveyed appropriately which were reinforced by using ‘fact pack’ technique that involved repeating the main messages by the main characters at the end of each episode of the drama.

Reaching Out of School Children (ROSC) through informal settings

Awarded by the Ministry of Primary and Mass Education with the World Bank funding, BCCP developed and implemented the Social Awareness and Community Management (SACM) interventions – an important component of the Reaching Out-of-School Children (ROSC) project - for the year 2008 to 2012. Under this program, BCCP developed a strategic communication intervention for creating awareness and mobilizing the community members

to operate and manage 6000 Learning Centers situated in 60 upazila around the country. In addition to developing a number of IEC and audio-visual materials, BCCP conducted 60 Upazila and Union level advocacy conference for stakeholders involvement, conducted Training Need Assessment, developed basic training curriculum for the Center Management Committee (CMC) training; developed refresher training curriculum and conducted training for 30000 CMC key actor members and conducted basic and refresher trainings for 6000 teachers of the Learning Centers. A great level of community mobilization were infused through conducting 9000 courtyard meetings and parents gathering throughout 60 upazila.

Engagement of community level leaders: promote values of democracy, tolerance, diversity, and social harmony in Bangladeshi society - the Leaders of Influence (LOI) program

BCCP worked in partnership with The Asia Foundation with financial assistance from USAID on the 'Leaders of Influence' program during 2007-2011. 'Leaders of Influence' is an initiative for strengthening the influence of religious and other leaders in national development and democratic reforms so that they could contribute more significantly to the growth of a society that nurtures democratic values, tolerance, social cohesiveness and socio-cultural diversity. Four Bangladeshi agencies - Imam Training Academy (ITA), Bangladesh Center for Communication Programs, Rupantor and Data International - worked in the program as partners of the Asia Foundation. BCCP provided support to the program through conceptualizing, developing and producing innovative materials for LOI orientations, disseminating the objective of the LOI program and promoting the role of the LOIs in the community; developing and implementing media and community outreach events; and reviewing and refining the language and approach used in surveys.

Bangladesh Center for Communication Programs (BCCP) as core partner of Leaders of Influence (LOI) program has implemented community engagement and community dialogue with funding from The Asia Foundation during 2007-2011. The overall goal of the program is to enhance the capacity of different segment of the community who has role to create influence over the members of the community in order to contribute to national development and democratic reform efforts and, in so doing, to preserve and promote values of democracy, tolerance, diversity, and social harmony in Bangladeshi society. The objective of the LOI program is to engage leaders of influence in dialogue on the practical exposure to modern development practice and democratic values as practiced through local project initiatives supported by USAID.

Adolescent Reproductive Health Program

BCCP's concern for adolescent reproductive health springs from an awareness of the overwhelming importance of a healthy population in a country like Bangladesh and better health can only be ensured by securing better health for its adolescents who, from being about one-third at the moment, may soon grow into half of the entire population. Despite severe socio-economic constraints, the Government of Bangladesh, together with different NGOs, has achieved significant success in reaching education to the remotest villages of Bangladesh. However, this education is still lacking in one crucial aspect: it offers little or nothing regarding adolescent reproductive health. This lack is what BCCP has addressed itself to. Drawing inspiration and receiving technical assistance from the Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs (JHU/CCP), with guidance

from the ARH working group BCCP has devoted itself to designing and executing programs and strategies to educate adolescents about reproductive health issues.

The strategies and programs are so designed as to go beyond their immediate target audience - the adolescents - to include their parents and the community in which they live. The goal is to protect the growing boys and girls from the typical dangers, risks, anxieties and uncertainties to which they are exposed in this most sensitive, transitional phase of their life, e.g. the worries that accompany the onset of puberty, inadvertently contracting HIV, early and undesirable motherhood etc.

Based on extensive research, these strategies and programs have proved that they can go a long way towards taking Bangladesh, rural Bangladesh in particular, to the goal for which they are intended: developing awareness of adolescent reproductive health. The following are some of the initiatives taken by BCCP to achieve that goal during 2005-2006.

ARH Program Breaks New Ground: BCCP piloted the ARH package in three upazilas in order to enhance awareness of adolescent reproductive health and bring about desirable changes in ARH behavior. In continuation of this project, BCCP is now implementing the package in collaboration with 13 NGOs including CWFD, Dhaka. The other NGOs are: Pakeshree, Ghoraghat; Tilottoma Voluntary Women's Organization, Rajshahi; Heed Bangladesh, Moulavibazar; FIVDB, Sylhet; CPD, Dhaka; BTA, Patia; JTS, Manikganj; Ghashful, Chittagong; VOSD and AVAS, Barisal; Rupantar, Khulna; and Shihu Niloy, Chougachha. Adolescents in our country have little knowledge of the physical and emotional changes that accompany adolescence. Of the greatest concern are the reproductive health risks they continuously run.

To improve the situation BCCP, in accordance with the objective of ARH strategy, organized a series of “life skills” workshops on adolescent reproductive health. Begun in September 2005, these workshops aimed at producing changes in adolescent health behavior. About 6,600 adolescent boys and girls from schools, madrasas and out-of-school groups were trained by June, 2006. The workshops were conducted in batches. Active involvement of the adolescents made the “life skills” workshops especially effective. Alongside the workshops, the partner NGOs established adolescent friendly corners in their establishments with technical assistance from BCCP. These corners are meant to enable adolescents to have easy access to all kinds of information and communication materials in their own localities are helping them improve their life skills by provided them with adequate and accurate knowledge of all aspects of reproductive health. Besides, the friendly corners offer medical counseling and treatment by registered doctors twice a week. Efforts were made to establish Adolescent Forums in these areas to facilitate interpersonal relationships among adolescents attending the “life skills” workshops.

It is worth mentioning here that before getting into the second phase of the “life skills” workshop, BCCP in corporation with the local administration organized a different kind of workshop to sensitize local schools and madrasas and respective of various professions and stakeholders about adolescent reproductive health. The aim was to ensure cooperation of all concerned in the implementation of the project.

Experience Sharing Workshop on ARH Package Implementation: BCCP in collaboration with 13 NGOs is implementing an ARH package to bring in desirable changes in adolescent health behavior. With this objective in view, an experience sharing workshop was held in

January, 2006 near Dhaka, participated in by 78 representatives from the 13 NGOs. The workshop focused on the present state of ARH package implementation in their respective areas, experience sharing, and continuance of the ARH program in the future. Present on the opening day, BCCP's ARH program Director Ms. Yasmin Khan thanked the participants for their hard work in implementing the ARH package. USAID's Program Coordinator Ms. Carrie Rasmussen was present as an observer on the second day. On the third and final day, two separate sessions were given to discussing the future of the NGOs and their management of accounts. The workshop not only provided the participants adequate opportunities to share experience among themselves but also provided them with a comprehensive view of how to conduct a life skills workshop based on ARH video guides 3 and 4.

HIV and AIDS Mainstreaming

BCCP has carried out an HIV and AIDS Mainstreaming Program at the national and policy level through advocacy workshops and orientation sessions for more than one year. The main objectives of Advocacy on HIV and AIDS Mainstreaming are to emphasize its importance in present-day Bangladesh and to introduce policymakers and representatives of different government and non-government organizations to the various kinds of mainstreaming activities. In addition, various interventions were undertaken as part of communication and advocacy efforts for Modhumita project.

The journey began with a National Workshop with the objectives of disseminating clear and updated information in order to generate a concert effort among the government, development agencies and the media for Advocacy on HIV and AIDS Mainstreaming through the development of an effective communication program- one that could be used all the way from the grassroots to the national level. Among other initiatives to create a common understanding about the issue and disseminate the mainstreaming with the policymakers and all other stakeholders, BCCP developed a brochure highlighting what Advocacy on HIV and AIDS Mainstreaming means, its components and importance, as well as the role of policymakers in the mainstreaming process.

BCCP also took the initiative of conducting a series of activities (one to one briefing meetings and orientations) with two Ministers of the Government of Bangladesh -the Ministry of Youth and Sports and the Ministry of Women's and Children's Affairs. Through a series of orientation sessions, Senior Trainers, the Deputy Coordinator, Coordinator and Community Development Officers of the Department of Youth Development of Youth Development from different districts as well as the Assistant Director, Deputy Director and Program Officer of the Department of Women's Affairs were briefed. As part of this mainstreaming BCCP also worked with the trainers and teachers of BKSP (Bangladesh Krira Shikkha Protishthan) through two orientations and conducted a consultation meeting with 465 students of the same organization. In addition, Religious Affairs, Expatriates' Welfare and Overseas Employment, the Bureau of Health Education, and the National AIDS/STD program.

Community Engagement for MCH-FP

The professionals of BCCP collaborated with the IEM Unit of the Directorate of Family Planning to design and implement the Jiggasha Approach within the community. The community based Jiggasha Approach meant for 'A social network approach for community mobilization and sustainability' aimed at identifying barriers to the acceptance and practice of

family planning and to develop communication strategies that could overcome these barriers; to extend field workers reach and to make family planning a community norm, a household word and an informed individual choice.

It was an innovative approach that utilized social networks and community participation strategies to promote family planning. It involved the community in providing information and services about health. Jiggasha (to inquire) established by local people in the village – promoted positive attitude toward family planning and other health issues. The approach ensured community participation at all level, which was a step toward achieving the principal objective of motivating people to practice MCH and Family Planning.

Total number of Jiggasha replication Thanas: 18

Total number of ELCOs served through Jiggasha: 754783

Total number of FWAs involved: 1085

Total number of Jiggasha center: 6794

The Jiggasha approach was cited in a 1994 World Bank overview (The determinants of reproductive change in Bangladesh) as using the most effective type of project strategy to mobilize community involvement along with the Grameen Bank and the Bangladesh Rural Advancement Committee