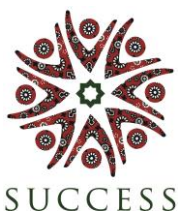




Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme
 (SUCCESS is funded by the European Union)



Global Communication and Visibility Plan



Acknowledgment

We would like to express sincere gratitude and thanks to Mr Georges Dehoux, Ms Sylvia Beamish, and Ms Shohreh Naghchbandi, for their guidance and insight in developing various sections of this plan, and to Ms Kathryn Ennis for her valuable input on the final draft. The plan is a product of various consultative meetings including those with SUCCESS partner RSPs (NRSP, SRSO, TRDP) during which they provided valuable feedback based on their on-ground experience of working with the communities. The authors are indebted to all of their contribution.

www.rspn.org

www.success.org.pk

www.facebook.com/successprogramme

www.twitter.com/SUCCESSinSindh

PREPARED BY

Fazal Ali Saadi, Programme Manager SUCCESS, RSPN
Saman Sardar, Communications Officer SUCCESS, RSPN

Second version developed in January 2018.

© 2017 Rural Support Programmes Network (RSPN). All rights reserved.



"This publication has been produced by the Rural Support Programmes Network (RSPN) with assistance of the European Union. The content of this publication is the sole responsibility of RSPN and can in no way be taken to reflect the views of the European Union."

More information about European Union is available on:

Web: https://eeas.europa.eu/delegations/pakistan_en

Facebook: [European Union in Pakistan](https://www.facebook.com/EuropeanUnioninPakistan)

Twitter: @EUPakistan

**Sindh Union Council and Community Economic
Strengthening Support (SUCCESS) Programme**

Global Communication and Visibility Plan

January 2018

Contents

- INTRODUCTION..... 5**
- OBJECTIVES..... 8**
 - 1. Overall communication objectives 8
 - 2. Target groups and communication objectives 8
 - 3. Profile description for each target group: 9
 - 4. Key points and strategies 11
 - 5. Messages 13
- COMMUNICATION ACTIVITIES..... 18**
 - 1. Communication and Visibility tools and activities 18
 - 2. Guidelines 25
- INDICATORS OF ACHIEVEMENT 28**
 - 1. Completion of the communication objectives and provision of feedback 28
 - 2. Monitoring and evaluation 28
- RESOURCES 31**
 - 1. Human Resources..... 31
 - 2. Financial Resources..... 31
- ANNEXES 32**
 - Annex – I: Expected Results of SUCCESS and its Partners..... 32
 - Annex – II: Style Guideline:..... 33
 - Annex – III: SUCCESS Jingle Lyrics..... 39
 - Annex – IV: Media Landscape..... 40
 - Annex – V: Key potential communication channels/communication Mix 41

INTRODUCTION

The European Union (EU) and the Islamic Republic of Pakistan have signed a Financing Agreement to support a 6-year (2015-2021) Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme, with an aim to reduce poverty in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan. The SUCCESS programme focuses on social mobilisation of women in rural areas of the target districts, with an aim of enabling communities to lift themselves out of poverty, through active participation in the decision-making processes at the local level. The programme's expected results and a brief about implementing partners can be found in [Annex - I](#)

The SUCCESS programme is being implemented by a coalition comprising the Rural Support Programmes Network (RSPN), Sindh Rural Support Organisation (SRSO), Thardeep Rural Development Programme (TRDP), and National Rural Support Programme (NRSP). A Technical Assistance component provided by Ernst & Young (EY) will assist the Government of Sindh to formulate and implement a poverty reduction strategy (PRS) for rural and urban Sindh, with a specific focus on a community driven local development (CDLD) policy. Government of Sindh and other partners will implement the PRS and CDLD policy across the province.

While the Rural Support Programme (RSP) approach¹ is very well established in Sindh, SUCCESS is nonetheless a very ambitious programme with a number of unique features such as:

- **Scale:** SUCCESS is being implemented in all communities throughout the eight districts of Sindh making it a scalable approach for a provincial or even a national strategy, benefitting millions of people.
- **Community driven approach to poverty reduction:** It is for the first time under SUCCESS that a government's Poverty Reduction Strategy (PRS) has a specific focus on an approach of Community Driven Development (CDD). Community priorities are represented throughout the government's decision-making institutions in a formalised way because Local Support Organisation representatives are participating in policy-making thanks to their place on Joint Development Committees (JDCs) at district and sub district level. The CDD approach is further strengthened as programme interventions directed to SUCCESS beneficiaries identify community based/household needs for their successful implementation.
- **Thorough mapping:** An MIS database built under SUCCESS includes, for the first time, the records of all families and communities involved in the programme. This data provides an accurate basis for targeted assistance and decision making at all levels, and a transparent way to implement poverty targeted programmes and activities.
- **Sustainable grants:** The Community Investment Fund (CIF) a fund provided to the community institutions (mainly LSOs) as grant. The community institutions further use it to provide loans to poor households to support income generating activities. Since CIF operations are managed by community institutions (CO/VO/LSO) themselves during and beyond the SUCCESS programme period, it

¹ The RSP approach centers on the belief that men and women have an innate potential to help themselves; since poverty is experienced at the household level, the poor need to organise themselves, begin capital formation and improve their skills to lift themselves out of poverty,

becomes a revolving fund and thus long-term source of capital for the poor and poorest households, as well as a source of strength and sustainability for the community institutions. The collective management of CIF by community institutions fosters a sense of ownership, builds trust and creates empowerment among the members of communities. This in turn strengthens the process of turning these grassroots organisations into stronger, more functional, and sustainable and mature organisations of the people.

- **Women leadership:** The programme is women led. The SUCCESS programme works not with male community institutions, but with female-headed institutions on scale, thus ensuring that women, for the first time, are front and centre in the decision making process.
- **Core crosscutting development issues:** Health, education, nutrition, family planning, civic rights and environmental issues are a key part of capacity building, thereby helping address issues that have a huge impact on development. For example, stunting, which has a very significant impact on mental and physical development, is currently affecting millions of children in Pakistan, with negative outcomes on the individual, his/her family, and indeed the wider economy. Soil erosion due to poor environmental practices is also a contributing cause to the very heavy impact of severe floods in recent years. Capacity building in the homes will go a long way towards addressing root causes and to preparing for risk management.
- **Health insurance:** A health insurance component for the poorest and vulnerable population helps protect them from potentially life threatening illnesses, giving them time and opportunity to build up resources, deal with their health issues and learn better hygiene and nutrition practices.
- **Technical and Vocational Skills Training:** One of the key activities under the SUCCESS Programme is to provide Technical and Vocational Skills Training (TVST) to poor community members, especially women. The purpose of TVST is to design and implement demand driven training programmes that provide open access to the labour market and increase income generating opportunities, with regards to (self) employment.
- **Community Physical Infrastructure (CPI):** The purpose of CPI programmes is to improve basic infrastructures and productive assets used by, and services delivered to, the targeted communities. The community members will benefit from improved community infrastructures to meet their basic needs and gain better access to public services. These infrastructures will be managed, built and maintained over time by the communities, who will also form Operations and Management (O&M) committees and community saving systems.

The work is organised into three main components as follows:

Programme outcomes	Key messages
Component 1 – Help the Government of Sindh to develop a Poverty Reduction Strategy and CDLD policy.* <i>*With the technical assistance of EY</i>	- This is the first PRS that takes a CDLD approach to policy development in Pakistan
Component 2 – Programme implementation* <ul style="list-style-type: none"> • Developing women’s own institutions • Providing a platform for poor people to demand public services 	<ul style="list-style-type: none"> • The scale of this program • Formalised linkages: JDCs will now include communities (LSOs) into government planning

<ul style="list-style-type: none"> • Increasing income, and diversifying income sources through income generating grants, revolving funds and vocational skills training • Creating awareness about improved nutrition practices, immunisation, family planning, education, sanitation and the environment • Providing protection from health shocks through micro health insurance <p><i>*Implemented by partner RSPs</i></p>	<ul style="list-style-type: none"> • CIF is a revolving fund for sustainable development • Micro health insurance, • Nutrition, health and environmental education • Women led programme
<p>Component 3 – Help the implementing partners in standardisation of programme implementation and timely delivery of results*</p> <ul style="list-style-type: none"> - Poverty database leading to better programming • Mechanisms in place for programme harmonisation and effective coordination among development partners • Mechanisms in place for generating evidence and assessing impacts <p><i>*Implemented by RSPN</i></p>	<ul style="list-style-type: none"> • Poverty data available for targeting and planning • Ensures transparency and accountability

SUCCESS is a programme that combines lessons learned from many earlier initiatives in one comprehensive programme. Due to its multifaceted approach and the wide scope, communication is a central part of the programme’s methodology of implementation, not only to promote the uniqueness of the programme but also to highlight that the SUCCESS programme was designed to support and optimise the implementation of the Government of Sindh’s UCBPRP strategy thereby enhancing its potential. With the support of SUCCESS, it is anticipated that the UCBPRP will extend and improve its achievements in the 10 districts it supports. The EU support will also greatly reduce the financial burden of implementing the government’s strategy.

This document outlines a global Communication and Visibility Plan (C&V) for all partners of SUCCESS to ensure consistency and clarity of approach, messaging, and other communication requirements. The document will define the programme target groups and messages, followed by communication activities, indicators of achievement and description of resources available for the implementation of the plan.

Part two provides guidance on the implementation of activities implemented by all the partners to ensure a uniformity of approach and visibility.

OBJECTIVES

1. Overall communication objectives

The overall objectives of the communication strategy are to:

- Support and enhance the effectiveness of the programme, consequently increasing the effectiveness of the interventions targeted at the rural population of eight districts of Sindh. Various communication activities should enable the beneficiaries' understanding of SUCCESS, why it is beneficial to them and how can they take better advantage of the interventions targeted at them.
- Advocate for, and with, the Government of Sindh, line departments and other partners for the formulation and implementation of the Poverty Reduction Strategy and CDLD policy.
- Effectively raise awareness and understanding of the programme's goals and progress among key target groups resulting in implementation, active support and promotion from key stakeholders, greater understanding of the effectiveness of SUCCESS in particular, and through this, of the cooperation work being supported by the European Union in Pakistan.

2. Target groups and communication objectives

The target groups for SUCCESS break down into three categories as follows:

Target group	Communication objectives
<p><i>Partners for scale up of the programme:</i></p> <ul style="list-style-type: none">• This group includes federal, provincial and local authorities involved in implementation of the programme goals through UCBPRP, RSP partners, Technical Assistance partner, Ernst & Young. The impact of the programme will depend on the commitment and enthusiasm of these stakeholders.	<p>To ensure they are aware of key benefits of SUCCESS</p> <ul style="list-style-type: none">• To understand that SUCCESS has been put in place with support from the European Union to help optimise and successfully scale up the UCBPRP and can help them achieve their targets• To know that this will contribute significantly to SGDs and poverty reduction, and be good for Sindh's national and international standing• To understand that local communities are very happy with the programme and the systems, resources, and capacity building it is putting in place to help them work more effectively with government institutions to address development issues.• To participate actively in programme events and activities, to voice support for

	its work and to share stories about its impact.
<p><i>Influencers:</i></p> <ul style="list-style-type: none"> This group includes people who will not be actively involved in implementing the programme. However, their voices are listened to and hence, they are an important means to amplify messages. Their awareness of, and attitude towards the programme will influence how others perceive it. 	<ul style="list-style-type: none"> To ensure they are aware that Sindh is much more receptive to change than other provinces that had rural development programmes implemented in the past. This is because SUCCESS, in comparison, is a provincial wide, community driven sustainable strategy that is women led and incorporates a number of critical development issues including income generation, revolving grants, nutrition and disaster prevention To understand that for the first time, SUCCESS is putting in place comprehensive databases that will ensure transparency and enable targeted planning and planning of poverty reduction measures To share information and stories about its successes and impacts.
<p><i>Final beneficiaries:</i></p> <ul style="list-style-type: none"> This group includes all the direct and indirect beneficiaries (families of direct beneficiaries) of the programme. This is the largest target group and not easy to maintain a consistent direct contact with. Therefore, for the most part, communication with this group will take place through representatives of the first two categories. 	<ul style="list-style-type: none"> To encourage them to participate in the opportunities available under the programme. To know that the programme benefits all and is supported by the European Union which is committed to supporting access to basic human rights for all.

3. Profile description for each target group:

For a communication strategy to work, it needs to be directed towards activities that take into account the current mind-set of all of the different stakeholders, establish meaningful objectives for each, and to better develop messages they might be receptive to. A fuller mapping can be found in annex II. The key stakeholders and their current position vis a vis SUCCESS can be summarised as follows:

1.1 Partners for scale up, including:

- ***Federal Government:*** SUCCESS is good for international standing, diplomatic relations, exchange reserves. It is also helps the Government demonstrate that they are doing good things for Sindh's communities They are most influenced by party leaders, by donors and by exposure visits. Meetings, newsletters and engagements in events are important tools. They pay close attention to what is being reported by the media and social media.
- ***Government of Sindh (Cabinet members):*** This target group comprises of cabinet members of the Government of Sindh. SUCCESS will help GoS formulate a comprehensive and dedicated Poverty Reduction Strategy, will help scale up the government's UCBPRP and contribute significantly to SDGs. Their support can prove to be a mass enabler for mobilisation and acceptance of the policy. National Elections in August 2018 is the biggest motivating factor for them. Thus, the GoS officials will always remain an instrumental group to communicate with. They are influenced by party leaders and the cabinet. Voter perception is also very important as revealed by exposure visits.
- ***Planning and Development Department, Government of Sindh:*** Ernst & Young (EY) as SUCCESS' Technical Assistance partner will assist the GoS to develop a monitoring and evaluation framework to monitor and evaluate GoS's policies and programmes. The GoS, specifically represented by the Planning and Development department is the primary beneficiary of the TA component. This target group is most important to ensure active participation and ownership of the development of the PRS and CDLD policy by the GoS and ensure a participatory process for policy formulation. The GoS is the primary initiator of UCBPRP (picked up by the EU for extension of the approach in form of SUCCESS) and is now leading its extension in 10 districts of Sindh. Similarly, as with the political leadership of the GoS, it is important to maintain not only communication, but collaborative relationships with the P&D department to ensure a holistic policy making process and avoid any duplication of efforts.
- ***District Administration (Deputy Commissioners – DC - and Assistant Commissioners - ACs):*** Partial ownership of the programme; they know it's women-led but they are not very well informed about other issues. They head the Joint Development Committees (JDCs) and JDCs help ensure a fully grassroots level of support. They experience a high turnover of staff and lack capacity. Ownership could be improved by highlighting how it helps them meet targets. District government lacks capacity to reach every single household. There is a major gap b/w district officials and the ultimate beneficiary - the community institutions formed under SUCCESS can fill this gap. So the JDCs etc. could help them meet their targets. Income generation as opposed to income support is also a selling point. For this group, newsletters, capacity building events and exposures visits are very important, also engagement via the JDCs.
- ***Line Departments:*** Supportive, in principle, but they also face issues of capacity and mobility. SUCCESS is of benefit to their service delivery but it is also additional work for which they are not paid extra. They are the most important target group for poverty reduction interventions of the government. Meetings and progress updates/newsletters are very important tools.

1.2 Influencers

The second category will not feel ownership for the programme, but they are influential. Therefore, they are groups whose attitude to the programme is important:

- ***Elected Representatives (MNAs and MPAs):*** Knowledge of SUCCESS amongst the politicians, who will be up for election next year, is very limited in some cases and non-existent in others. They are a major target group for communication. There is a need to keep them informed and sensitised to the benefits of the programme, as they have proven to be supportive when communicated with effectively. Their capacity and mobility is higher than any other group, or NGO for that matter. For them, positive media coverage is important, as they are sensitive to criticism from those who might deliver votes, such as landlords. Community leader support is important to help counter this.
- ***Landlords:*** These are the most powerful group in Sindh. 90% of elected representatives in Sindh are either landlords or influenced by the land lords. They will require one to one communication and sensitisation. Some may not favour the empowerment of their *harees*, especially women. However, a new generation of politicians has taken over. Most of the new generation are foreign graduates and may be productively engaged for community development.
- ***Local government:*** Positive image amongst their electorate is important for them. They are supportive and show interest if they are involved and actively updated about the programme activities. They are very much influenced by local leaders – landlords, community leaders, and the media. Their engagement at events, and profiling in the media would be important.
- ***Media:*** This group is very important. For a programme which has long-term political implications (in the form of a dedicated PRS and CDLD policy) media coverage is hugely influential. If the coverage is positive, everyone will want to own the programme. If it is negative, no one will. The media themselves are interested in news, in novelty, in scandal, but also in major news (e.g. first ever poverty strategy that is community driven), achievement of PRS indicators, for Sindh, and international interest.
- ***Religious leaders.*** They want to see development programmes improving the situation of households but do not like to consider anything that might change family structures. On the other hand, they are not as influential in Sindh as in other parts of the country. For them, it is important that the programme highlights the benefit families will derive from it.
- ***Academics, universities:*** Academics are interested in the impact on poverty and are seeking data on that. Representatives of this group have repeatedly made comments in our workshops about the lack of empirical data on the actual impact of community-based interventions such as social mobilisation and micro-finance on the overall poverty indicators. Academics constitute an important target group for many communication activities as is demonstrated in the work plan.

4. Key points and strategies

- A very important feature of this programme is that it has a **high level of political implications for the government**. It will also **empower rural communities** that benefit from it. To succeed, it must be owned by the local and different levels of the provincial and government authorities.

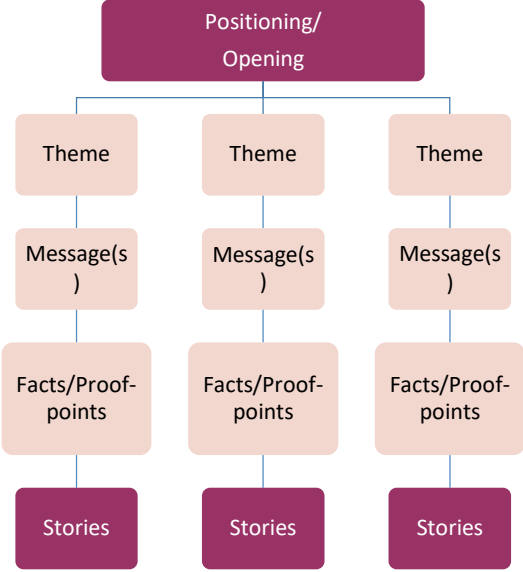
- **Awareness levels are low** and there is some confusion about SUCCESS vs. UCBPRP. It is important to emphasise that the SUCCESS districts are the best place to display the impact of the strategy due to EU's significant technical and financial support to help implement the strategy.
- A common problem is **lack of time**. Thus, communication tools must be short, messages clearly formulated, and constantly repeated through different examples reinforcing the same limited number of points. These points will highlight the key SUCCESS features.
- **Media coverage is critical**. Almost all stakeholders pay attention to the media and in some cases social media. The media in general are under-resourced and more naturally drawn to conflict and scandal. It will be important to counter this by:
 - Cultivating close relations with influential journalists/ columnists. This would include organising exposure visits and breakfasts with EU ambassadors and heads of local governments. It is, however, very important to vet case studies beforehand, as any case study that might cause justifiable scepticism will damage the image of the whole programme.
 - Ensuring that the journalists (and indeed of all key stakeholders) have absorbed and understood all of the main features of SUCCESS, that they know why SUCCESS is different and novel (news) and that they can refer to examples of how SUCCESS's features is impacting the lives of communities for the better.
 - Developing pithy materials and factsheets with case studies and facts to support each of the main messages. (See architecture below in messaging section)
 - Making them aware that the database provides also for them a good resource to understand both the challenges but also impacts of poverty reduction strategies, thereby empowering their own possibilities to research stories.
 - Accepting that not all media coverage is going to be positive and not all journalists and opinion writers merit equal attention even if everyone should receive press releases and be invited to press conferences.
 - Ensuring that endorsements by senior government figures are highlighted on all social media and media materials, etc. For example, a positive quote about SUCCESS should be framed in SUCCESS social media template and shared each time on Facebook and Twitter.
- Lower level **bureaucrats** are strongly influenced by their bosses and parties. If senior government and party bosses voice their support and interest in the programme, others will follow their example. Thus again, the programme needs to identify key people to target at all levels of implementation. Positive quotes should be immediately recorded for use in campaigns.
- Given the **upcoming elections in 2018**, politicians are very important. They also have the greatest capacity for physical mobility. Therefore, they need to be prioritised, especially those who are amenable to becoming champions for SUCCESS. Here it will be important to approach each one of them individually, starting with those who are more likely to voice their support for SUCCESS as an initiative that is implementing effective pro-poor strategies. It might also be useful to point out to landlords the benefits of SUCCESS in terms of healthier workers, who are better nourished, better educated and more productive, and better able to protect their land against flooding.
- Choosing **which messages are most important to which target group**: It is notable that currently the best-known fact about SUCCESS is that it is women led. This is something that not everyone will appreciate equally. Many may be more appreciative of lesser-known SUCCESS achievements.

5. Messages

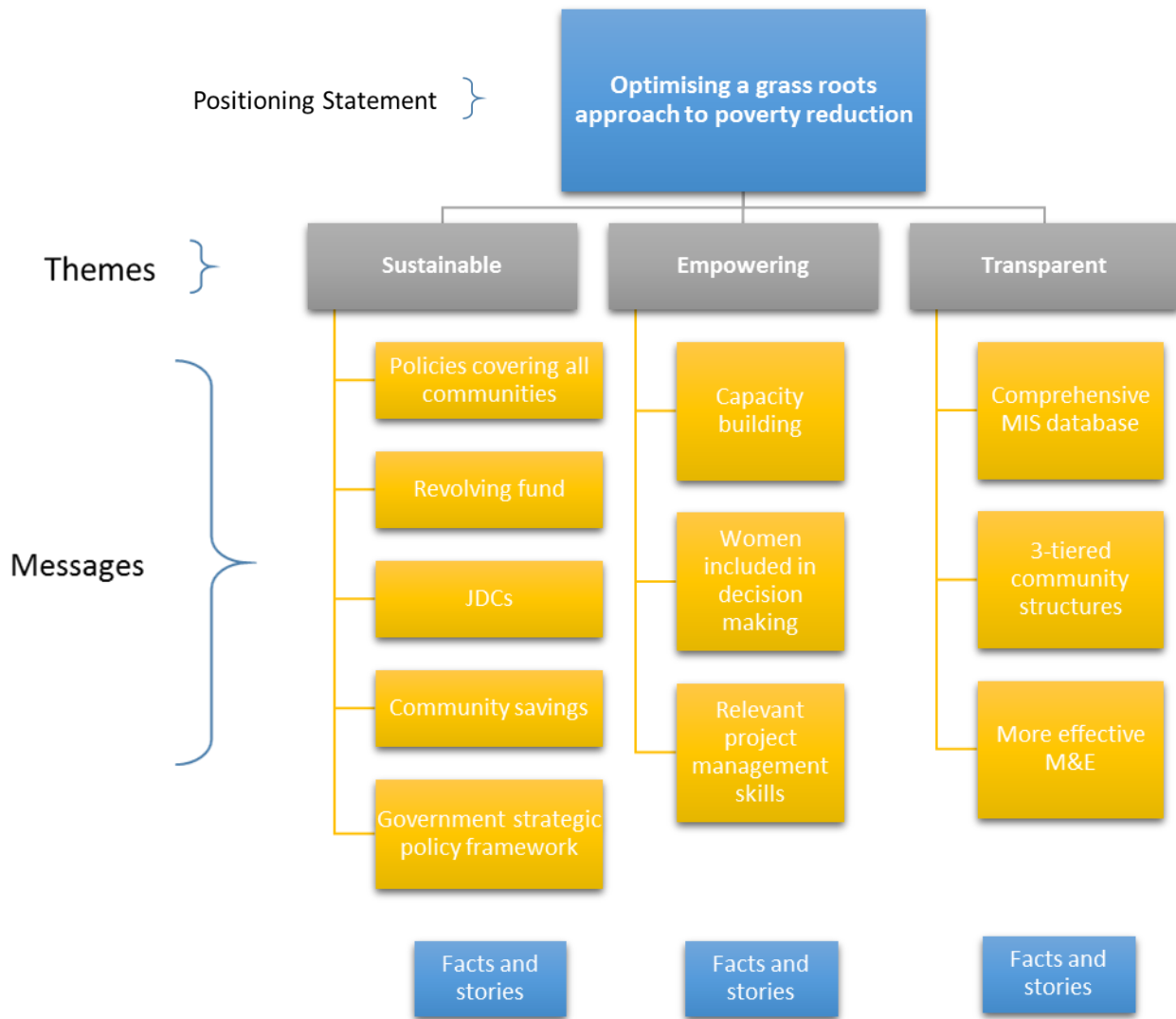
As indicated in the opening, the key selling points of the SUCCESS programme are:

1. ***First ever province-wide community-driven poverty reduction strategy:*** It is the first time that a government's poverty reduction strategy (PRS) has a specific focus on a community-driven approach, ensuring that community priorities are represented throughout the government's decision-making institutions in a formalised way. Local support Organisation representatives are now participating in policy-making thanks to their place on Joint Development Committees (JDCs) at district and sub district level. It will benefit millions of people and make them not just beneficiaries, but part of the effort. However, it is important to note that phrases such as community driven poverty reduction strategy will not mean much to most people. This is a concept made even more meaningful through interesting stories that people relate to.
2. ***First-ever comprehensive database:*** Mapping millions of people means that reliable information about poverty levels is available for targeting and planning. This can also be used to monitor impact and ensure transparency. Again, the challenges of developing such a database and its relevance are not intuitive. Stories will be important to help even local authorities understand the importance of this initiative.
3. ***Huge technical and financial support from the EU:*** Pakistan's number one development partner has helped ensure that the community driven development approach through the UCBPRP and SUCCESS is being implemented in 18 districts and will be fully implemented in all rural districts of Sindh.
4. ***Women led approach:*** Involving everyone for the first time, and with greater focus on key nutritional, hygienic, and environmental issues that have been a real challenge to development. The women-led approach is probably the best-understood message. Yet it is another thing to make sure that people can appreciate the benefits of having women, as opposed to men, involved with such an important voice. For example, women traditionally help with schoolwork, feed the family, and keep clean. Due to their education as part of the community programme, they are able to help make their communities much healthier, in addition to contributing to family income etc.
5. ***Sustainable grants:*** The Community Investment Fund, (CIF) that serves as a basis for realising priority activities, operates on a revolving basis making it a sustainable poverty reduction tool. This is a relatively simple, but important, message.
6. ***Health insurance:*** A health insurance component for the poorest helps protect the poor and vulnerable from a potentially life threatening impact of illnesses while they build up the resources to deal with such challenges in future by themselves.

SUCCESS is a complex programme. The challenge therefore is to keep the messages simple, clear and memorable, illustrated repeatedly through different sets of data and stories. The evidence and stories are what will make these messages memorable and help people relate to them. To this end, SUCCESS must develop a messaging architecture that ensures simple core messages reiterated through a series of stories, as below:



For SUCCES, the following core themes and messages are proposed:



Over the years, SUCCESS will have a lot of stories and facts, but each of these should refer back to the respective theme and messages that it illustrates until their audiences gradually absorb them.

It is also recommended to develop a statement that summarises what SUCCESS is doing. This must be succinct, and should be repeated on all materials: email signatures, website, social media profiles, publications etc. For example,

Sindh Union Council and Community Economic Strengthening Support (SUCCESS) is a six-year long (2015 – 2021) programme funded by the European Union (EU) and implemented by partner Rural Support Programmes (RSPs) in 8 districts of Sindh namely: Kambar Shahdaskot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan. Centred on the Social Mobilisation approach to community driven development (CDD), SUCCESS builds on and complements Government of Sindh's Union Council Based Poverty Reduction Programme (UCBPRP) launched in 2008 by extending the reach of UCBPRP to 8 of the 20 remaining districts of Sindh. An **empowering**, women-led programme, SUCCESS is developing the capacity of communities to serve on policy-making Joint Development Committees with local authorities at district and sub-district level and to bring about change at every level of the community. A fully comprehensive database will help target aid and policies to the most vulnerable making the programme and its impacts fully **transparent**. A revolving fund will ensure the **sustainability** of initiatives, while small income generating grants and health insurance will help the most vulnerable get on their feet.

Some additional messages that will be important especially for the government representatives are:

- SUCCESS is offering sustainable technical support by building capacity and systems to implement UCBPRP and support overall poverty reduction strategy and community driven local development policy for the province of Sindh.
- It is supporting the development of a Data Driven poverty reduction system that will make it easier for GoS to analyse and utilise data for better planning and to monitor impacts.
- SUCCESS, with the financial support of EU and technical support of EY, is meant to improve capacities of existing systems, and not to create dependencies.
- The Joint Development Committees (JDCs), with local community representatives trained by SUCCESS help ensure a grassroots level approach (and community support for policy making for the first time).
- Income generation and revolving fund are good for sustainability beyond the life of the programme.
- SUCCESS is good for international standing. The EU funded SUCCESS Programme believes that poor people have an innate potential to help themselves; they can better manage their limited resources if they organise and are provided technical and financial support.
- 'EU in Pakistan - Together we prosper'
- The workshop/event/activity/forum/meeting was organised by the SUCCESS Programme, which is funded by the European Union and implemented by the [Implementing partners]
- The EU is supporting a wide range of initiatives that will help individuals prosper, by providing them with the necessary tools, skills, equipment, standards and networks to develop Pakistan's economy and provide sources of income.
- The SUCCESS Programme is assisting the Government of Sindh to formulate a Poverty Reduction Strategy and Community Driven Local Development Policy to improve poor people's access to public services and ensure their active participation in the economy.

- The EU funded SUCCESS programme supports community empowerment as a means to improve livelihoods and public services in rural areas.
- Community Driven Development: A process more inclusive, more sustainable
- The EU funded SUCCESS programme helps people realise their potential for social and economic empowerment.

EU invests in fostering institutions of the people in Pakistan.

- EU support reduces burden on the budget, which is good for foreign reserves.
- The focus on women will develop their capacity to tackle major problems, including malnutrition, other health issues, environmental issues and will demonstrates Pakistan's supports for all its citizens.

COMMUNICATION ACTIVITIES

1. Communication and Visibility tools and activities

i. Communication Tools

The following communication and visibility tools and activities will be used according to the communication methods and planned activities. While using the tools the guidelines provided in the “Communication and Visibility Manual for European Union external Actions” need to be kept in mind.

Web sites and social media sites:

The programme has a dedicated central website (www.success.org.pk), managed by RSPN. All implementing partners share their updates/achievements, publications and communication products with the Communication Officer RSPN to upload on the website. In addition, the implementing partners are encouraged to add a direct link of SUCCESS website on their organisational website to avoid duplication of effort and ensure information consistency.

Updates are also being shared on SUCCESS Programme’s central Facebook page (www.fb.com/successprogramme). The Facebook page is also connected to the SUCCESS Twitter account (www.twitter.com/SUCCESSinSindh). The programme also has a YouTube channel. Videos uploaded to the YouTube channel are linked to the SUCCESS website’s video repository. The Facebook page is co-managed by focal persons from all implementing partners. All implementing partners update the Facebook page regularly about their respective activities. The focus of the updates should be on programme achievements, human stories rather procedural milestones. The EUD and EU cooperation websites and social media sites can also take updates from these sites and share on their sites for more targeting more audience.

Publications:

Newsletters, electronic updates: SUCCESS has published three bi-annual newsletters since October 2015. These bi-annual newsletters provide relevant and succinct content specific to meetings, milestones, achievements, an update on Key Performance Indicators, along with relevant infographics that occurred during the relevant period of the newsletter. The newsletter will be improved and adapted going forward with the scope of the programme, and above all will serve as an update on progress till date and where the programme is headed in future. The e-bulletins (monthly or quarterly) may include one or two short case studies with convincing photos and quotes. Key themes and messages should be worked into stories wherever possible.

Factsheets, brochures: SUCCESS has developed introductory brochures and overview documents at the inception of the programme. These are critical for providing background and context. These fact sheets will be updated on an annual basis and may be developed separately for each intervention soon after they all begin. The aim of these factsheets would be to provide an overview of all the main features of the programme and current progress in terms of data. Each factsheet should aim to be no longer than two sides

of an A4 page. Later when doing a case study or feature, for example on the work of the JDCs, a hyperlink might be provided to the factsheet on the JDCs, and also to the programme overview factsheet. In this way interested audiences can always easily access any further background they might need.

In all publications the logo of EU, SUCCESS and implementing partner should be used consistently as per the guidelines given in section (b-iv). The standard proper credit to the authors and acknowledgment to contributors, year of publication should be used in the inner cover page and the standard EU disclaimer should be used in the inner and outer cover pages with the EU logo and social media address. (See Example in Figures 1a, 1b and 1c). Soft version of paper publication should also be uploaded on the SUCCESS website.

Digital Content (videos, infographics, photos and photo essays):

Photographs, short videos/documentaries, infographs and other material should be produced, utilised, and disseminated through various social media channels in order to increase visibility of the programme activities and achievements. Adequate representation of all stakeholders will be ensured in all digital content produced. In all digital materials, the production should acknowledge the EU support, by featuring the EU and SUCCESS logo and implementing partner(s) at the end. Wherever appropriate the SUCCESS jingle should be used in all audio/visual communication products. The final product should be sent to the programme manager and Press and Information Officer at EU for approval before release.

Photography (Still or motion): Photographs should be taken and used extensively to ensure evidence based communications. Standard principles of photography will follow; the photos will not have any date marks. Name of the photographer will be mentioned, and each photo will have an accurate caption depicting the context of the photograph. Consent; verbal or written (whichever is easier) should be taken before taking photographs of the community beneficiaries. The photographs should invoke feelings of compassion, elation and positively enhance the communities' integrity, while also highlighting their genuine issues and achievements.

Banners, Standees:

Banners, standees, posters, and media walls should be produced and used for major events e.g. workshops, conferences and seminars, to raise awareness about the programme objectives and progress, while also creating visibility for the donor and programme implementers (See example in Figure 2a and 2b).



Figure 2a: Banner

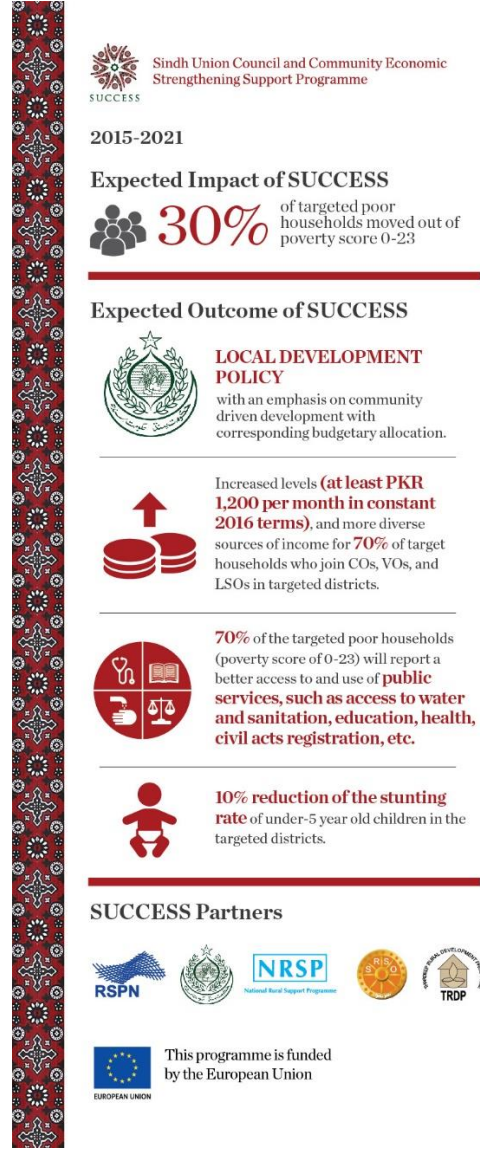


Figure 2b: Standee

Display Panels:

Permanent display plaques are an effective way of acknowledging the involvement of the EU in the construction or planning of permanent structures such as Community Physical Infrastructure projects and supporting institutions. The implementing partners implementing partners should place a permanent plaque in the most visible part of their offices, such as the main entrance or in front of the building. (See example in figure 3).



Figure 3: Display plaques

For Community Physical Infrastructure (CPI) projects, the plaque could contain the following sentence: “*This [name of the structure] is funded by the European Union*” with the EU logo on the upper left corner, SUCCESS logo on the centre, GoS logo in upper right corner and Implementing partner logo in bottom left corner. The display panels should be clearly visible so that those passing are able to read and understand the nature of the action. The display panels should be erected besides access routes to the site where the action is taking place. Wherever appropriate and cost wise possible CPI projects be colour painted with the SUCCESS unique “Ajrak” art/colour for its unique identity and visibility.

Radio programmes, dramas:

Given low levels of literacy in the programme area, radio is hugely important, especially for local communities. However, it is also important for urban audiences especially on programmes that play at rush hour. PSAs are also a good way to communicate to the general public about opportunities they might need to be aware of.

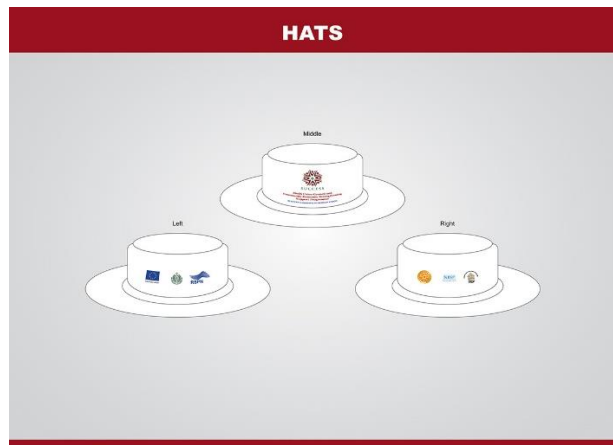
Press Releases, Press Packs:

Press releases are very useful tool of communication activities around an action. Customised to each event, the press releases and press packs will contain concise yet comprehensive details about the programme and its then status. As a rule, a press release can be issued at the start of a long-term communication activity, or at the conclusion of particular events. Where the implementing partner launches the press release in the context of the action, it shall liaise with the Press and information officer of EUD before its dissemination. Where the EUD launches the press release, the implementing partner must provide all necessary technical information. The press packs must always address the question, “would I read that story?” In addition, the press packs must always contain an updated fact sheet (programme + intervention fact sheet if the event is intervention specific). It is also a good idea to design and present a press specific goodie bag for the journalists, as that will not only be a gesture of goodwill towards journalists but also increase visibility of the programme with the distribution of branded goods.

Visibility Items/Takeaways:

Visibility items are a requirement in all programmes. In the case of SUCCESS, which has multiple partners, it is all the more important to ensure clarity about rules with regard to use of logos. Visibility rules must be adhered to at all events. Visibility items should be developed and distributed when specified in the communication strategy of an action. All kinds of visibility items (e.g. T-shirts, caps and pens, stickers, Mugs, USBs) can be produced by implementing partners, as supporting material for their information and communication activities in the framework of their action. The list of visibility items may be revised each year, however, before taking any decision on the production of such items, the Press and Information Officer at the EU Delegation should be consulted.

The promotional items produced should be clearly identified with the EU log, and if possible carry the words “*European Union*” and key messages or key phrases. On certain promotional items (e.g. pens and banners), where it is not possible to include key messages in their entirety, at least the EU and SUCCESS logos should appear (see example in Figure 4).



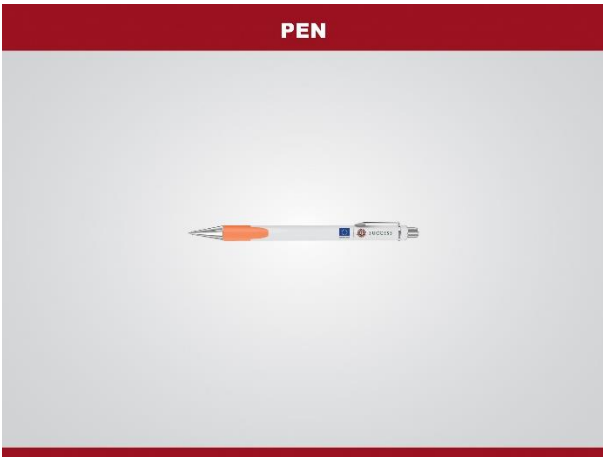


Figure 4: Visibility Items

ii. Communication Activities

Meetings, presentations:

Important for key audiences; helps ensure that the programme can get feedback, and also to tailor messages according to the needs and interests of the audience. Presentations should always include handouts/PowerPoints that help remind the audience of key points.

Public Events and Visits:

Organising a public event may offer excellent opportunities for generating interest in an action's particular achievements. Such events can include conferences, workshops, seminars, fairs, and exhibitions and inviting public to the programme sites.

Events:

Events are a great way to celebrate milestones, attract the media and encourage endorsements. They need to be very well organised and to include good information materials. For all events, the EU should be notified and a press release drafted at least two weeks in advance and sent to the delegation allowing for an appropriate amount of time for edits and approvals at different levels.

Exposure visits:

Exposure to beneficiary (ies) who can help testify to the impact of the activities is the single most valuable tool. They are strongly recommended in particular for high-level government officials, politicians and the diplomatic community as this also helps attract the media. All visitors should receive a short factsheet summarising the key benefits of SUCCESS as well as information about some of the more important achievements/case studies they are about to see.

Press Visits:

Visits by journalists to programme sites offer additional visibility opportunities. Such visits shall be well-timed and focus on tangible achievements. Groups of visiting journalists need to be organised in consultation with the EUD Press and Information Officer. In addition, the implementing partners should regularly facilitate visit of media persons to the programme areas to encourage reporting on the local issues and the measures taken undertaken under the SUCCESS programme to overcome the problems.

Press conferences/press briefings/breakfasts:

While all media need to be invited to press conferences or receive press releases, invitations to briefings and breakfasts can be more select. It is a very good way to build a special relationship with a small number of journalists that show a genuine interest in learning more. Depending on their influence, the journalists can also set the tone for better coverage in general.

Media campaign:

Depending on the availability of resources the implementing partners may engage the electronic (TV, Radio) campaign to create awareness regarding the programme objectives, critical social sector issues (education, health, family planning, human rights, civic rights) and achievements of the SUCCESS programme for general public in general and targeted communities in Sindh particular. The implementing partners may facilitate the appearance of key experts on the programme and beneficiaries on talk shows hosted by FM radio channels. The experts and beneficiaries will share their experiences and advocate for a scale-up of such interventions. In addition, key messages about the programme interventions may be disseminated to local communities. Implementing partners may also invite journalists to travel to the programme districts to see the activities first-hand, interact with beneficiaries directly, and write articles in newspapers. A brief situation analysis of media landscape is given at [Annex II](#).

A detailed Work Plan for SUCCESS communication activities is given in a separate addendum to this document, titled Global Communication and Visibility Work Plan.

2. Guidelines

i. General Guidelines

When designing communication activities related to the SUCCESS Programme, implementing partners shall take into account some of the following elements:

- Communication should focus on development with the EU as partner and on the achievements and impact of the SUCCESS programme rather on procedural milestones;
- In all communication products, technical terminologies and jargons shall be avoided as much as possible without compromising facts and figures.
- In order to communicate effectively, target audiences should be clearly identified with their information needs, tools and mediums to be used. Wherever possible local language should be used.
- Information and communication messages should be accurate and interest the target audience.
- Activities should be appropriate in terms of resources spent, timing and expected impact.
- The communication and visibility plans of partners should be flexible enough to exploit unexpected opportunities to the benefit of the SUCCESS Programme, for example, collaborative events with other organisations, participation in conferences/seminars, cultural events, engagement of important public and media personalities in SUCCESS programme activities.
- The communication and visibility plans of implementing partners should seek to maximise synergies with each other and with the overall visibility strategy of the EU Delegation in Pakistan.
- In all communication activities, the local language(s) shall be used as and where possible.
- Some communication activities require a high level of political neutrality. In these cases, the target audience and visibility tools shall be selected in relation to what is appropriate, in consultation with RSPN and EU.
- Before initiating any communication activity, implementing partners shall contact the Press and Information Officer and Project Manager based at the EU Delegation for approval of the content and proper visibility of the EU.

- Implementing partners must secure clear consent of the individuals being filmed, photographed or recorded for their promotional material before its production/dissemination.
- All communication products including publications, website, should add the phrase “The SUCCESS Programme is funded by EU” and the logo of EU at an appropriate place. Specific guideline and example for the use of the EU logo is presented in the next section.
- All publications (soft, hard), website and video documentary prepared under the SUCCESS programme must use the standard disclaimer:

“This [publication/documentary/website etc.] has been produced with the assistance of the European Union. The contents of the publication are the sole responsibility of [implementing partner name] and can in no way be taken to reflect the views of the European Union.”

ii. Specific Guidelines for initiating and implementing a communication activity

The following elements need to be taken care of before initiating any communication activity:

Objectives: The staff/partner organisations must ensure that communications activity is not an end in itself but serves and hence is aligned with the programme objectives, purpose, scope or mission to help propagate core objectives. Objectives of a communication activity shall be clear before it begins.

Target Audiences: The target audiences, with whom communication is intended shall be identified on the basis of their access to communication tools. This requires good knowledge of the audience and their communication requirements.

Messages: Strategic targeting and consistency are important elements of the messages. Focus shall be on different interests of the target groups that are intended to be served. To maximise impact, the messages should be packaged in an interesting narrative, with human interest stories and arresting imagery.

Tools and activities: Identify the tools and activities that are most appropriate to communicating the key messages to the audiences. The information intake patterns and nature of messages can suggest the selection of a suitable communication tool, required for a particular activity.

Visibility: Ensure the proper use of EU, SUCCESS Programme and implementing partners’ logos according to the guidelines provided in this document.

iii. Branding and audio/visual identity

SUCCESS Logo: Being a long-term initiative, there is a need for creating, promoting and maintaining a unique identity for the SUCCESS Programme. This will be ensured by following a consistent style guideline throughout the programme, by all partners. The SUCCESS Programme’s logo, colour scheme,

and other details have been developed and approved by the European Union. Using them consistently and constantly is therefore binding on all partner RSPs.

The SCUCCESS Programme logo exhibits, explains and symbolises the social and cultural context of Sindh, while also reflecting the programme objectives and the philosophy of Community-Driven-Development, with an emphasis on women.

All implementing partners will use the SUCCESS logo, along with the EU logo and logos of implementing partners and the Government of Sindh across all programme documents and other products; online, print, and television/documentaries. This will not only create identity of the programme but also create a sense of ownership among the local communities and stakeholders. The SUCCESS style-guideline, with templates, and other details make Annex II of this strategy document.

SUCCESS Jingle: As part of promoting unique identity and ownership of the programme, an audio Jingle has also been developed and has been used for a recent radio campaign. The implementing partners should use this jingle in communication products that may need an audio effect. The key message of the Jingle is “*Together we prosper*”. The lyrics of the Jingle are attached as Annex III.

The Jingle can be accessed at <https://success.org.pk/wp-content/uploads/2017/07/SUCCESS-Mili-khushaali-Jingle-Revised.mp3>

iv. Standard use of Logos (EU, GoS, SUCCESS, partner RSPs)

- The form, colour and typeface of all logos are strictly specified. Following logo specifications must be taken care of and applied on all communication material, marketing products and/ or any publication report (s).
- The dimensions of each logo should have equal representation and size.
- The EU logo and SUCCESS logo is must on all communication materials. However, each implementing partner is encouraged to use the logos of all implementing partners given the space available on the communication product along with their own logo.
- The EU logo must be used in top left corner, SUCCESS logo in the centre, GoS logo in top right corner and implementing partners’ logo in the bottom right corner.
- Using incorrect font, colour transpositions, proportion disorientation, addition of shadow, addition and/or deletion of tag line, rearrangement of seals, resizing and reproducing the logos is strictly discouraged. Example of using the logos are given under each communication tool in section (b-vi).

INDICATORS OF ACHIEVEMENT

1. Completion of the communication objectives and provision of feedback

The communication activities and products will be evaluated based on the following indicators:

- **Quality of product/activity** – The production quality of the communication materials and tools, including coherence with the programme style guidelines and EU branding requirements
- **Timeliness** – Whether the product/activity was delivered on time or not.
- **Distribution** – The quantity/frequency of merchandise/activities, and the placement of products on the intended spots/areas
- **Reach** – The number of people reached by a certain communication campaign
- **Impact** – The visible change in behaviour caused by the communication campaign

The evaluation of the communication strategy should be part each partner annual interim reports, mid-term evaluation and final evaluation of the programme. The feedback received through this evaluation should be incorporated in the communication strategy at each stage of evaluation.

2. Monitoring and evaluation

There are different ways to monitor the impact of a communication strategy, by its outputs, its outcome and its impact.

The **outputs** are the easiest to measure. This refers to things like the number of press releases disseminated, the number of field visits organised, the number of Facebook posts etc.

The **outcomes** are more challenging. In social media, this refers to qualitative indicators; such as the number of followers, engagement generated (number of likes, shares and comments etc.) per post. In media, it refers to the amount and quality of coverage achieved after a press release is disseminated.

The impact is the most relevant of all. This assesses to what degree the communication activities have achieved the strategy’s overall objectives. Objectives will generally be achieved through multiple activities. Thus it should measure the increase of awareness about and support for the programme overall, by the key target groups.

The criteria for monitoring the outputs, outcomes and impact of this strategy are set out below:

Activities/ Products	Indicators of outputs	Indicators of outcome	Impact	MoVs of outcome and impact
Factsheet/ brochures	✓ Factsheets and brochures available providing brief overview of programme features	• Interest in accessing factsheets and leaflets (numbers disseminated,	• Stakeholders and key people are aware of how SUCCESS is improving lives and contributing to the	• Copies of all brochures and factsheets. Website analytics,

	in print and electronic format	downloaded, being consulted online)	achievements of the UCBPRP.	numbers disseminated • interviews
LSO Initiatives, Quarterly OUTREACH, SUCCESS Newsletters	✓ Number of regular publications sent out, list of recipients	• Government counterparts and development partners receive regular flow of information regarding the programme.	• Stakeholders well-informed of achievements of programme • Institutional changes and innovations documented and shared • Positive recognition of SUCCESS work and EU support	• Interview • Emails, bulletin/ mailing list
Meetings, presentations	✓ Numbers of meetings, presentations	• Number and relevance of key people attending meeting.	• Key stakeholders are aware of the programme and voicing public support for it	• Minutes of meetings, copies of presentations
Exposure visits	✓ End-users empowered and able to analyse and utilize data for better planning	• Number and relevance of key people attending participating	• Key stakeholders are aware of the programme and voicing public support for it	• Photos, report, media coverage, interviews
Case studies, blog articles	✓ All content produced in line with work plan	• Likes, shares, views, interest in obtaining copies. Familiarity of stakeholders with stories told	• All stakeholders can share success stories that demonstrate positive impact of programme .	• Copies of all materials, social media analytics for social media shares.
News articles	✓ Content produced by journalists in line with work plan	• Newspaper it is published in, circulation of stories, any interest received on them	• All stakeholders can access and read articles and voice recognition for the programme.	• Articles and cross publications monitored in a system, copies of all articles.
Policy briefs, Research papers	✓ Briefs and papers produced on evidence based research. Total number produced.	• Interest generated, and response received from the GoS and relevant members of development sector and academia.	• GoS is aware of the research conducted and recommendation made and considers them. The research and recommendations are useful for informing the TA's work on policy formation.	• Research reports, data collected, briefs and papers published.
Annual KPI report	✓ Annual report produced every year	• Interest in accessing the report (numbers disseminated, downloaded, being consulted by relevant stakeholders)	• Stakeholders and key people are aware of SUCCESS's progress, contributions, and progress n KPIs over the year.	• Copies of the report made and disseminated, mailing list, number of downloads.

Website	✓ Website up and being updated at least once a month	<ul style="list-style-type: none"> • Number of views, number of repeat views, downloads, length of time spent on page 	<ul style="list-style-type: none"> • Final beneficiaries are well informed regarding objectives, benefits and schedule of programme activities. 	<ul style="list-style-type: none"> • Website analytics • Reports covering monthly updates
Social media	✓ Number and frequency of posts (min 2 per week) covering all developments.	<ul style="list-style-type: none"> • Number of followers, amount of engagement 	<ul style="list-style-type: none"> • Stakeholders well-informed of achievements of programme 	<ul style="list-style-type: none"> • Social media analytics
Radio campaign (PSAs, magazine programmes, dramas)	✓ Programmes, PSAs produced and disseminated as per programme	<ul style="list-style-type: none"> • Interviews • Documentation (minutes, reports) • Notifications 	<ul style="list-style-type: none"> • Stakeholders well-informed of achievements of programme • Institutional changes and innovations documented and shared • Positive recognition of SUCCESS work and EU support 	<ul style="list-style-type: none"> • Reports, Programme schedules, interviews
Visual content: (Human diaries, stock photos, photo stories, video infographics, annual documentaries, jungle music video)	✓ All content produced in line with work plan	<ul style="list-style-type: none"> • Likes, shares, views, interest in obtaining copies. Familiarity of stakeholders with stories told 	<ul style="list-style-type: none"> • All stakeholders can share success stories that demonstrate positive impact of programme. 	<ul style="list-style-type: none"> • Copies of all materials, social media analytics
Events	✓ Number of events organised, attendee lists.	<ul style="list-style-type: none"> • Media coverage, number and relevance of participants 	<ul style="list-style-type: none"> • Importance and relevant persons speaking, awareness of events and about the programme. 	<ul style="list-style-type: none"> • Attendee lists, media coverage, reports, feedback forms
Visibility items	✓ Comprehensive set of approved visibility items at all events and on all materials	<ul style="list-style-type: none"> • Public familiar with logo, aware of EU funding. 	<ul style="list-style-type: none"> • Positive recognition of SUCCESS work and EU support 	<ul style="list-style-type: none"> • Copies of all materials, photos of events showing visibility

RESOURCES

1. Human Resources

Communication is responsibility of all the SUCCESS staff members. However, the primary responsibility of the implementing the communication strategy will be of the Communications Officer dedicated to the SUCCESS programme within each implementing partner organisation.

2. Financial Resources

Each of the implementing partners needs to appropriate budget to implement their communication activities. For RSPN component, 24 % of the total budget is allocated for communication activities. The activities include:

1. Publications
2. Media Outreach
3. Workshops and Conferences
4. Exposure and Learning Visits

ANNEXES

Annex – I: Expected Results of SUCCESS and its Partners

1. Expected Results of SUCCESS Programme

The SUCCESS programme aims to achieve the following:

- 1.1. Approximately 770,000 rural households in eight districts mobilised and capacitated through people's own organisations (CO/VO/LSOs) of which at least 70 per cent will continue to function effectively at the end of the programme.
- 1.2. An average sustainable increase of poor household incomes by 30 per cent.
- 1.3. Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement.
- 1.4. A dedicated Sindh Province policy and budget framework for community-driven local development implemented from 2018 onwards.

2. SUCCESS PROGRAMME Partners

Following are the key partners of the programme

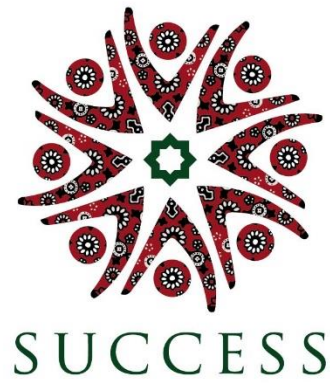
1. **RSPN:** responsible for cross-cutting elements such as: quality control, harmonisation of procedures, coordination, generating evidence through research, communication and advocacy. The RSPN component is for 6 years and started on 1st October 2015 with a total budget of EUR 5million (EUR 4 million EU Share and EUR 1 million RSPN share).
2. **NRSP, SRSO and TRDP:** Each of the RSPs are responsible for specific districts for programme implementation:
 - NRSP: Tando Muhammad Khan, Sujawal, Matiari and Tando Allahyar;
 - SRSO: Larkana and Kambar Shahdadkot;
 - TRDP: Dadu and Jamshoro.

The RSPs component started is for 5 years and started on 1st February 2016 with a total budget of EUR 72.63 million (EUR 69 million EU Share and EUR 3.63 million RSPs share)

3. **Ernst & Young (EY)** is implementing the Technical Assistance (TA) component of SUCCESS to aid the Government of Sindh in development of a Poverty Reduction Strategy (PRS) and Community Driven Local Development (CDLD) policy for the province of Sindh. The specific communication objectives of EY includes:
To demonstrate the 'value added' of EU's sponsorship and support of policy development in poverty reduction, CDLD and related strategies and programmes in Sindh.
4. **Government of Sindh:** The role of government of Sindh is to develop a Local Development Policy with an emphasis on community driven development with corresponding budgetary allocation. In this regard EU will provide technical assistance to the government of Sindh through a private consulting company.

Annex – II: Style Guideline:

This section contains details about the logo of SUCCESS Programme along with instructions for its usage in different scenarios.





SUCCESS logo rationales



The logo depicts engagement of community members and their arms raised show celebration of success or growth. 8 human figures show programme implementation in 8 districts.

The overall shape represents that of a motif used in traditional Sindhi 'Ajrak' designing.

The design pattern of the Sindhi 'ajrak' is also embedded in the human figures depicting that it's a Sindh based programme.

The star in the center has been taken from Islamic Art and its green color represents holistic development and prosperity for the country.



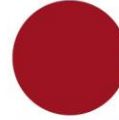
Colour Palette



Color Codes



Pantone 3435 CP
C.100/M.0/Y.100/K.75
R.0/G.67/B.22



Pantone 54 8 C
C.15/M.100/Y.90/K.30
R.156/G.20/B.33



Pantone Black 6 cp
C.0/M.0/Y.0/K.100
R.35/G.31/B.32



Color Codes



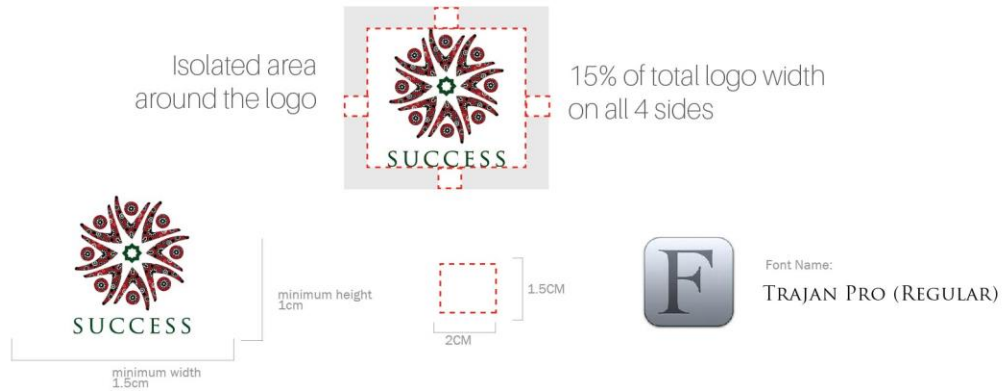
Pantone 49-8 C
C.0/M.0/Y.0/K.80
R.88/G.88/B.91



Pantone 197-16 C
C.0/M.0/Y.0/K.100
R.35/G.31/B.32



Logo Measurements & Font



To make sure the logo is clear and legible, there is a minimum size requirement. The minimum size is based on the width of the master logo. The logo must be at least 1.5 centimeters wide in print and at least (68 x 28 pixels) in on-screen uses.

In certain applications, such as small give-away items, the minimum size may be smaller. The usage must be approved by the Marketing Department.

Logo uages against different background

Against light and
white background



Against dark and
black background



Against light
pictorial



Against dark
pictorial





Usage in Facebook,
Twitter, Whatsapp and
any other application
having profile picture



Annex – III: SUCCESS Jingle Lyrics

Lyrics for the Jingle

اپنے نصیب کے۔۔
خود ہیں مالک۔۔۔
اپنے کھیت۔۔۔
اپنی ہریالی۔

یارو! آپ نے۔۔۔
سناتو ہوگا۔۔۔
بجھی نہیں۔۔
اک ہاتھ سے تالی۔

ہو کے منظم۔۔
کر کے بھروسہ۔
ختم کریں گے۔۔۔
ہم بد حالی۔

لاہینگے اب۔۔۔
مل کر خوشحالی۔

Annex – IV: Media Landscape

Karachi, the capital of Sindh, has the head offices of several major media groups, including DAWN, Express, Business Recorder and ARY. These media groups have various channels catering to various segments of the society.

There is significant presence of media in all of the programme districts. Each district has a press club, and reporters working for national and vernacular newspapers, magazines, TV channels and other media outlets are present throughout the province in large numbers. Vast majority of the journalists are men, with not more than 10% being female, especially at the district level.

1. PRINT

- a. **English:** Major national English dailies are read in the district headquarters, by the educated class. DAWN, The News and Express Tribune are popular. Some English dailies, like Regional Times, are also printed from Karachi.
- b. **Urdu:** Almost all major Urdu newspapers printed in Hyderabad and Karachi are widely read in the programme districts. Major Urdu newspapers include Jang, Roznama Express, Nawa-e-Waqat, Nai Baat and Khabrain.
- c. **Sindhi:** Sindhi is the most widely spoken language in rural areas of the Sindh province. Sindhi is widely read and understood, because the language is also taught at all public schools. Some of the famous Sindh language newspapers include Daily Sindh Express, Daily Kawish, Daily Awami Awaz and Daily Ibrat.

2. TELEVISION

In addition to the other national television channels, there are a number of Sindhi language news and current affairs channels, like Kash TV, Sindh TV.

3. RADIO

Radio Pakistan and several FM Channels are reaching millions of people across the province every day.

4. INTERNET/SOCIAL MEDIA

A very large number of websites in Sindhi, English and Urdu language have been created by individuals and groups to cater to the information needs of the populace. A list of the most important/prominent websites is given at the link present in the footnote².

² <http://homepage.ntlworld.com/myjamro/sindh/sindhiwebs.htm>

Annex – V: Key potential communication channels/communication Mix

Channel	Reach	Key messages	Cost	Adaptability	Channels/Outlets
Television	The reach of television is quite high in the programme area. TV channels in Urdu and Sindhi language broadcast news bulletins, research reports and talks involving experts. Reporters from various channels can be taken to the field to facilitate them in documentation of the project activities and impact	Generally can be used to disseminate messages about the importance, potentials and impact of the programme, through news reports, special features and through talk-shows	Production and airing cost are relatively high, for paid content. However, the emphasis during this programme will be on using networks and building approaches for positive engagement and relationships, by providing maximum possible exposure to the programme area.	The content can be produced in Sindhi and Urdu language for the	Sindh TV, Kash TV, PTV and all other mainstream national television channels
Radio	Radio channels, including FM, have a broad reach in rural areas.	Local and Urdu language messages to raise awareness can be on-aired	The cost of production is comparatively quite low	Messages can be customized for the rural audience	Radio Pakistan, FM Sachal, Hum FM 106.2, FM 100, FM 91
Print (Newspapers, Magazines)	Several newspapers and magazines, special supplements, are routinely being published in English, Urdu	Advertisements, special features, opinion articles, press releases and photo releases can be used to effectively engage a broad	The cost of advertisements varies, depending on the type of communicate being produced and the level of engagement	The content once produced is not adoptable, and the level of interaction is quite low.	DAWN, The News, Express Tribune, Daily Express, Jang, Sindh Express, Ibrat, Awami Awaz, Kawish, Business Recorder

Channel	Reach	Key messages	Cost	Adaptability	Channels/Outlets
	and Sindhi. Newspapers in each category have online and print presence, reaching to a vast portion of the population	range of people across the social spectrum	with the media personnel		
Social Media	Social media is mostly popular among urban and semi-urban youth who have access to the internet through DSL or cellular networks. 2G is available in almost all parts of the programme areas, while some are being connected gradually to the 3G and 4G technology. With the reduction in price of smartphones, more and more rural communities are expected to get connected to the internet during the course of the programme	The programme will have a dedicated website, a Facebook page and a Facebook page. These can be used to disseminate audio-visual and other information	Social media, except for the website maintenance, has minimal cost. The costs can increase if special services are needed for producing content, like documentaries or infographs, exclusively for the social media. Messaging through cellphones, to communicate key messages, will need budget allocation	Social media gives a lot of control over the content. The messages are adaptable, flexible, and can also be changed to ensure optimum impact and outreach	SUCCESS Programme's Facebook page, RSPN Twitter/Facebook page, Partners' social media pages
Posters	Reach depends on the number of posters	Good for sharing basic ideas through messages, in effective in case	Cost can be high depending on the quality, quantity and	Not adoptable once produced	

Channel	Reach	Key messages	Cost	Adaptability	Channels/Outlets
	produced and disseminated	of complicated ideas	size of the poster		
Leaflets/Brochures	Reach depends on the number of posters produced and disseminated	Can effectively be used to reach out to people who can read. The literacy rate among the primary stakeholders is not very high. Leaflets can be used to reach out to influencers	Cost can be high depending on the quality, quantity and size of the poster	Not adoptable once produced	
Banners	Banners can attract sizeable numbers of people, depending on the area of display, size and numbers printed	Effective for giving brief information about major aspects of the programme, or a specific event	Cost varies based on size, quality and quantity	Not adoptable once produced	
Video Messages	Can reach a large number of people. Are effective because of the mix of audio and visual messaging, and more engaging in rural settings, where literacy rates are generally low.	Very effective in explaining programme details, benefits and processes, especially in local language to the audience that can't read	Simple and short video messages, with minimal graphics, are easy to produce and do not cost much. The cost will increase if the same is produced through a vendor	Customizable to the needs of the masses; changes can be made based on feedback	
Documentaries	can reach broad range of audiences	Can be used to elucidate, enhance, explain and magnify the programme activities, objectives to general or	Cost is generally high, depending on the number of cameras used, level of graphics involved, as well as on the	Can be modified based on feedback, but it can mean more cost	

Channel	Reach	Key messages	Cost	Adaptability	Channels/Outlets
		specific audience. Good medium for branding and image building. A broad range of messages can be embedded in the documentaries to reach a wide spectrum of stakeholders	length of the video.		
Newsletters	Reach depends on the number of newsletters produced and disseminated	Can effectively be used to reach out to partners, implementers, donor and other stakeholders	Cost can be high depending on the quality, quantity and size of the newsletter. However, the cost be kept low, by designing the product smartly	Not adoptable once produced	
Annual Reports	Reach depends on the number of reports produced and disseminated	Can effectively be used to reach out to partners, implementers, donor and other stakeholders	Cost can be high depending on the quality, quantity and size of the report Electronic version of the reports will be made available online and disseminated widely.	Not adoptable once produced	

SUCCESS Programme is based on the Rural Support Programmes' (RSPs) social mobilisation approach to Community-Driven Development (CDD). Social Mobilisation centres on the belief that poor people have an innate potential to help themselves; that they can better manage their limited resources if they organise and are provided technical and financial support. The RSPs under the SUCCESS Programme provide social guidance, as well as technical and financial assistance to the rural poor in Sindh.

SUCCESS is a six-year long (2015-2021) programme funded by the European Union (EU) and implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), and Thardeep Rural Development Programme (TRDP) in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar, and Tando Muhammad Khan.



EUROPEAN UNION

“This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of Rural Support Programmes Network (RSPN) and can in no way be taken to reflect the views of the European Union.”



**Sindh Union Council and
Community Economic
Strengthening Support
Programme**

More information about the European Union is available on:

Web: https://eeas.europa.eu/delegations/pakistan_en

Twitter: @EUPakistan

Facebook: [facebook.com/European-Union-in-Pakistan-269745043207452](https://www.facebook.com/European-Union-in-Pakistan-269745043207452)

Rural Support Programmes Network

3rd Floor, IRM Complex, Plot # 7, Sunrise Avenue (off Park Road)
Near COMSATS University, Islamabad, Pakistan

Phone: +92-51-8491270-99

Web: <http://www.success.org.pk>

Twitter: @SUCCESSinSindh

Facebook:

[facebook.com/successprogramme](https://www.facebook.com/successprogramme)