



ANNUAL KEY PERFORMANCE INDICATORS (KPIs) REPORT 2017-2018

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Annual Key Performance Indicators (KPIs)

Report 2017-2018

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ACRONYMS

BISP	Benazir Income Support Programme
BRACE PROGRAMME	Balochistan Rural Development and Community Empowerment Programme
BRSP	Balochistan Rural Support Programme
CAT	Community Awareness Toolkit
CAPI	Computer Assisted Personal Interview
CDD	Community Driven Development
CDLD	Community Driven Local Development
CI	Community Institution
CIF	Community Investment Fund
CO	Community Organisation
CRP	Community Resource Person
CMST	Community Management Skills Training
CPI	Community Physical Infrastructure
DRR	Disaster Risk Reduction
EU	European Union
GoB	Government of Balochistan
HD	Human Dynamics
JDC	Joint Development Committee
KPI	Key Performance Indicator
IGG	Income Generating Grant
IMI	Institutional Maturity Index
LMST	Leadership & Management Skills Training
LSO	Local Support Organisation
LSON	Local Support Organisation Network

ACRONYMS

M&E	Monitoring & Evaluation
MHI	Micro Health Insurance
MIP	Micro Investment Plan
MIS	Management Information System
NRSP	National Rural Support Programme
OTW	Orientation Training Workshop
PFM	Public Financial Management
PIM	Programme Implementation Manual
PIU	Programme Implementation Unit
PSC	Poverty Scorecard
PMT	Proxy Means Test
PRS	Poverty Reduction Strategy
PSLM	Pakistan Social and Living Standards Measurement Survey
QACP	Quality Assurance and Control Plan
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SES	Socio Economic Survey
SMT	Social Mobilisation Team
TA	Technical Assistance
TVET	Technical and Vocational Educational Skills Training
UCDP	Union Council Development Programme
VDP	Village Development Plan
VO	Village Organisation
WASH	Water, Sanitation and Hygiene

Executive Summary

The European Union funded Balochistan Rural and Community Empowerment (BRACE) Programme (2017-2022) is being implemented in collaboration of Local Government and Rural Development Department (LG&RDD), Government of Balochistan (GoB). The Programme employs a multi-dimensional, integrated and holistic approach based on the principles of Community Driven Development (CDD) to tackle poverty and bring about positive changes in socioeconomic conditions at the grassroots level. The Programme posits itself in a unique position by aspiring to work exclusively with the rural poor in Balochistan; the corner stone lying in social mobilisation and creating community institutions of people down from the settlement level up to the Union Council. The institutions are made for, run and led by rural poor in nine Programme districts across Balochistan: Duki, Loralai, Killa Abdullah, Pishin, Kech, Jhal Magsi, Khuzdar, Washuk and Zhob by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), and Balochistan Rural Support Programme (BRSP).

Employing the established and proven three tiered social mobilisation approach of the RSPs, the BRACE Programme aims to support poor rural population to form 19,129 Community Organisations, 3,103 Village Organisations, 249 Local Support Organisations and 31 Local Support Organisation Networks at tehsil level and nine at district level. An estimated 300,000 households will be organised into these community institutions in the nine districts. The Programme includes specific interventions which target the poorest of the poor with an aim to reduce poverty not only at the household level, where it exists most profoundly, but also lead to a policy level impact in the province.

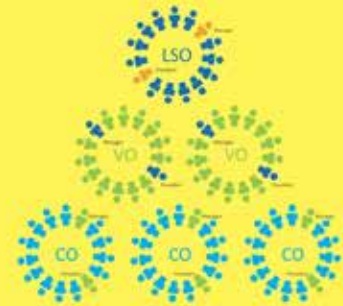
The interventions include funding sub-granting to boost an increase in household income, targeted vocational and technical training, shielding the poorest from severe health shocks and building small scale community infrastructure. An important feature of the Programme is the deliberate effort to increase the reach of the people's institutions to the ears of the local government, line departments and related entities to promote collaborative, demand driven development. At the field level, this is promoted through Activists' Workshops where local government representatives are invited to participate on the same platform as the communities. Moreover, the BRACE Programme has a unique Technical Assistance (TA) component, implemented by Human Dynamics (HD) and Oxford Policy Management (OPM), which will work closely with the GoB to formulate a budgeted Community Driven Local Development (CDLD) policy framework for the province, working in close collaboration with the RSPs. A CDLD policy framework refers to a

budgeted local policy adopted by the Government of Balochistan for this Programme, which employs the global, participatory CDD approach to development. It is expected that with this policy in place the government departments will be able to link their services with the community institutions and enable genuine demand of the people to meet supply and effectively promote the development of the rural poor. The first year of the BRACE Programme concluded on June 29, 2018.

This year saw the completion of several important Programme activities which set the base for the subsequent years, including the completion of the Poverty Scorecard Survey of 312,476 households across the nine districts to ensure structured poverty targeting, the development of the Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT), the M&E Framework and tools, etc to promote uniformity and standardisation across Programme activities and interventions, and the Socio Economic Baseline Survey (SES) approaches and methodologies. The three tiered structure of social mobilisation has also been put in place, with the formation of COs and VOs in line with the targets set for the first year. With the three tiered structure beginning to come into place, the newly organised communities have begun pioneering efforts in their communities to undertake self-help initiatives by using savings to begin micro-businesses, improving the status of health and hygiene, particularly women's reproductive health, improving the state of education and taking initiatives to improve cleanliness in their surroundings to touch upon a few. In terms of human resource development and capacity building, there have been a number of trainings for the implementation teams as well as community trainings to ensure quality and standardisation in the Programme. In the area of communication and advocacy, a number of media and stakeholder events were organised at national, provincial and local level with communities to showcase the BRACE Programme objectives and the CDD approach to reduce poverty.

These events have garnered sufficient coverage in the media which includes electronic, print and social media. The implementing partners have also supported and produced a number of publications including newsletters, policy articles and blog success stories to highlight and promote the BRACE Programme. In order to promote cross-learning and experience sharing, visits have been arranged within Balochistan and other parts of the country for the partner RSPs as well as government officials. It is anticipated that in the second year the BRACE Programme will continue with the same fervour, zeal and effectiveness as exhibited in Year 1 of the Programme.

Where We Are



Three-Tiered Social Mobilisation Approach



1.9 million

Total Targeted Rural Population



09

Districts



249

Union Councils



300,000

Households are being Organised

Formation of:



19,129



3,103



249

WHO WE ARE



EUROPEAN UNION

The Donor of BRACE Programme, the European Union (EU) is a unique economic and political union between European countries that together cover much of the continent. What began as a purely economic union has evolved into an organisation spanning policy areas, from climate, environment and health to external relations and security, justice and migration.

The EU is one of the main trading partners of Pakistan and a major provider of development assistance to the country. EU-Pakistan relations also cover cooperation on a broad range of issues, including political dialogue, security and counterterrorism, migration, human rights and disarmament and non-proliferation.



RSPN is the largest development network of Pakistan, with an outreach to over 40 million rural Pakistanis. It consists of 11-member Rural Support Programmes (RSPs), which have been operating since 1982. In the BRACE Programme, RSPN is ensuring overall standardisation and implementing cross-cutting elements such as quality control, harmonization of procedures, coordination, generating evidence through research, communication and advocacy of the Programme.



The Government of Balochistan is major enabler and stakeholder for the BRACE Programme. It is anticipated that GoB will implement a budgeted Local Development Policy Framework with an emphasis on community driven development in Balochistan.



National Rural Support Programme

Established in 1991, the National Rural Support Programme (NRSP) is the largest Rural Support Programme in the country in terms of outreach, staff, and development activities.

It is a non-for-profit organisation registered under section 42 of Companies Ordinance 1984. NRSP is implementing BRACE Programme in district Kech.



Established in 2001, the Balochistan Rural Support Programme (BRSP) is the largest not-for-profit organisation in Balochistan, registered under section 42 of Companies Ordinance 1984.

BRSP is implementing BRACE Programme in the districts of Jhal Magsi, Killa Abdullah, Khuzdar, Loralai, Duki, Pishin, Washuk and Zhob.



Human Dynamics (HD), an Austrian consulting firm hired for BRACE Programme through a service contract. In BRACE Programme, HD is implementing the Technical Assistance (TA) component to aid the GoB in development of Local Development Policy Framework the province of Balochistan, backed by Public Finance Management (PFM) reforms.

WHAT WE DO

SOCIAL MOBILISATION

300,000

households will be mobilised into 19,129 COs, 3,103 VOs, and 249 LSOs, 31 LSO Networks Tehsil and 9 LSO Networks at District level

COMMUNITY INVESTMENT FUND

23,550

households will benefit from CIF

INCOME GENERATING GRANTS

9,820

households will benefit from IGGs





MICRO HEALTH INSURANCE

3,800

of the poorest households will benefit from Micro Health insurance. Persons with Disabilities 3,376 PWDs will be assisted with provision of assistance devices to enhance mobility



COMMUNITY PHYSICAL INFRASTRUCTURE

363

infrastructure schemes will be built and maintained by communities

RESEARCH & ADVOCACY

Participatory Action Research on household poverty dynamics, THREE sector research studies and one synthesis report

TECHNICAL VOCATIONAL EDUCATIONAL TRAINING

3,098

people will be trained



CDLD POLICY FOR GOB

GOVERNMENT OF Balochistan with technical support of Human Dynamics will develop and implement a budgeted **COMMUNITY DRIVEN LOCAL DEVELOPMENT POLICY** across Balochistan.

Background of the **BRACE Programme**

The population of Balochistan have suffered disproportionately, relative to the other regions of the country. This is due not only to the failure of public policies, poor governance, the geopolitical situation, and presence of Afghan refugees but also to rising militancy, security issues and abject poverty. Though Balochistan is in a state of crisis, its vast geography, rich mineral and energy resources and untapped human resources potential provides an opportunity to transform the existing situation. But to do so it must support strategic public policy reforms and foster effective partnership between communities and local authorities. In this context, EU and BRSP launched the Balochistan Community Development Programme (BCDP) in 2013 in 40 Union Councils (UCs) of four districts in Balochistan, namely Zhob, Loralai, Khuzdar and Jhal Magsi.

The project enhanced social cohesion and improved social services through social mobilisation and capacity development for communities in mutual engagement with local government and local authorities, and other development actors. Now the European Union has scaled up the Programme. In June 2017, it launched the Balochistan Rural Development and Community Empowerment (BRACE) Programme which extends the earlier Programme to an additional 249 Union Councils of nine districts including Jhal Magsi, Kech, Khuzdar, Killa Abdullah, Loralai, Duki, Pishin, Washuk, and Zhob. The Programme, which is being implemented by BRSP, NRSP and RSPN, builds on the successful three-tier social mobilisation approach to Community Driven Development (CDD) of RSPs in Pakistan.

The conceptual framework for this approach was developed by Dr. Akhtar Hameed Khan in the 1950s and 60s in the world famous Comilla Project, and refined in the Daudzai Project by Mr. Shoaib Sultan Khan in the early 1970s. The framework was further developed and scaled up by the Aga Khan Rural Support Programme (AKRSP) during Mr. Shoaib Sultan Khan's 12 years of leadership. Mr. Khan continues to inspire and lead the social mobilisation movement in Pakistan, India and several other parts of the developing world.

The BRACE Programme focuses on empowering citizens and communities and providing them with the means to implement community-driven socio-economic development interventions. It will also amplify their voice and capability to influence public policy decision-making through active engagement with local authorities for quality, inclusive, and equitable service de-



livery, and civic-oversight. The EU has also engaged the services of Human Dynamics (HD), an Austrian company, to enable the GoB to foster an enabling environment for strengthening the capacities of local government/authorities to manage and involve communities in the statutory local public sector planning, financing, and implementation processes. The Programme also has a Public Finance Management (PFM) component, led by Oxford Policy Management (OPM) which will work closely with to assist the GoB to cost and fund the community-led development policy framework. Clearly defined fiscal and regulatory frameworks, budgetary processes and commitments will be reflected in a multi-annual budgetary framework and defined institutional arrangements.

The overall objective of the Programme is to support the GoB in its efforts to reduce the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and instead to develop opportunities by building and empowering resilient communities to participate actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities.

Under the BRACE Programme, 1.9 million Pakistani citizens of 300,000 poor rural households in 249 union councils will be mobilised and organised into a network of people's own institutions: 19,129 Community Organisations (Cos); 3,103 Village Organisations (VOs); 249 Local Support Organisations (LSOs) and 31 LSO Networks at tehsil level and nine at district level. RSPs then will provide support to improve the lives and livelihoods of the organised households, as well as to foster linkages between the community institutions and local government to improve local basic service delivery. The agreement between the EU and RSPN has been signed and the BRACE Programme component is operational from June 30, 2017 and will be concluded on June 29, 2022.

Objectives of the BRACE Programme

The overall objective is to support the Government of Balochistan in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and to turn this into opportunities to build and empower resilient communities participating actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities.



The specific objectives are:

1. To empower citizens and communities and provide them with means enabling them to implement community-driven socio-economic development interventions, an increased voice and capability to influence public policy decision making through active engagement with local authorities for quality, inclusive, and equitable service delivery, and civic-oversight.
2. To foster an enabling environment for strengthening the capacities of local authorities to manage and involve communities in the statutory processes of the local public sector planning, financing and implementation process.

These objectives will be achieved through the following expected results:

Expected Result 1:

An inclusive and representative system of community participation in the local development process, aiming at promoting social, economic and environmental outcomes for the communities, particularly women and marginalised groups, is implemented;

Result 1.1: Establishment and empowerment of a three-tiered participative system of federated community organisations at community, village and union council levels capable of development needs identification & prioritization, development planning, resource mobilisation, and execution, and operation & maintenance of community infrastructures.

Result 1.2: Increased capacity of citizens, communities and marginalized group, particularly women, to assert their rights and hold local authorities accountable by engaging them in joint participatory development planning and execution for a more relevant and efficient public service delivery.

Result 1.3: Improved access of communities, particularly women and marginalised groups, to quality public services and benefit from climate-resilient community infrastructures and productive assets planned, implemented and maintained jointly with local authorities.

Result 1.4: Increased number of poor community members, partic-

ularly women and marginalised groups, are engaged in income generating activities.

Result 1.5: Experiences on the ground are assessed and disseminated in order to inspire the design of the building blocks of a Local Development Policy framework.

Expected Result 2:

A local governance mechanism enabling people, particularly women and marginalised groups, to effectively interact with local authorities at all stages of formulation and implementation of local development is implemented;

Result 2.1: A dedicated policy framework to deliver economic environmental and social outcomes in a process involving the local authorities and communities, and its institutional arrangements for community-led development and participation in local governance processes for effective service delivery in partnership with local authorities is developed and operationalized.

Result 2.2: Improved capacities of the local authorities to become "developmental", mobilise their resources to reach out communities, and systematically involve them in planning, co-resourcing and managing local development activities.

Result 2.3: A PFM reform strategy and action plan are developed and implemented. This result will provide Balochistan with basic components for improved public financial management at provincial level and will pursue greater harmonisation and alignment among donors and move towards an eventual Sector-Wide Approach to community-led development under government leadership.

Result 2.4: The Balochistan Rural Development Academy has acquired the necessary capacity to deliver a comprehensive capacity building Programme on community-led development and local governance.

Result 2.5: Technical and institutional capacities of implementing partners strengthened to effectively support the Government of Balochistan in its objective of improving public service delivery.

Key Performance Indicators (KPI)

June 2017 - June 2018

Household Covered by Poverty Scorecard Census  **312,476**



Households Organised
16,391
NRSP + BRSP



Members trained in Orientation
training workshops
140



Members
trained on CAT
53



COs Formed
977



VOs Formed
121



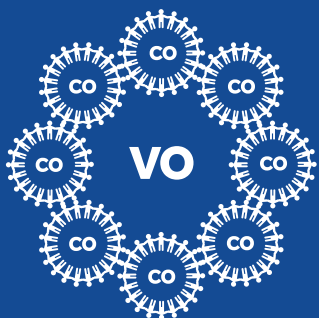
Women COs
213

The RSP's Three-Tiered Social Mobilisation Approach



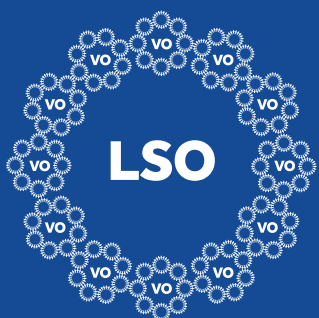
Community Organisation - CO

- Ea CO to have 15-25 members
- Participatory body (decisions taken jointly by all members)
- Separate COs for Men and Women
- Implementation of household/mohallah level activities.



Village Organisation - VO

- Federation of all Community Organisations in the Village
- All mohallas/Settlements reoresented in VO
- Decisions taken jointly by VO Office Holders and General Body (all CO Presidents and Managers)
- 100% inclusion of poorest households through COs
- Implementation of village level development activitiest



Local Support Organisation - LSO

- Federation of all Village Organisation in the Union Council
- All villages represented in LSO
- Decisions taken by Executive Committee (EC) & General Body (GB)
- EC (Leaders of all VOs), GB (Members of all VOs)
- Implementation of Union Council level development activities
- Linkages with Govt./donors/CSOs and market
- Guidance and support to VOs and COs

Figure 1: Social Mobilisation Approach – Institutional Framework



Social Mobilisation Fostering The Social Pillar



For the emerging architecture for development support and poverty alleviation, Community Driven Development (CDD) acts as an impetus. Generally, the CDD upturns the social capital through harnessing community participation and strengthening incentives for participatory development.

The RSPs main strategic focus is the “provision of social guidance for social/community mobilisation and organisation leading to community empowerment”. The center-cut of the Rural Support Programmes (RSPs) approach toward CDD is its unique social mobilisation strategy that aims to economically and socially empower rural communities. This social mobilisation strategy is founded on the strong believe and experience of the RSPs that poverty and impoverishment exist at the household level and thus to tackle this the RSPs foster a framework of grassroots institutions to enable each and every household to access services and supplies.

They have strong faith that even the poorest of the poor has the potential of improving their livelihood; thereby, RSPs help unleash the potential of the people individually and collectively when people are federated into people's institutions. To contest against poverty and bring change, it is imperative to foster and support peoples' institutions that includes community organisations (COs), village organisations (VOs), which are fostered at the union

council level into local support organisations (LSOs), which work as a social pillar while supplementing and complementing the political and administrative pillars. This approach hinges upon three main requisites that includes: willingness of people to organize; people's willingness to give time and work together and an organized financial organization.

Community organisations (COs) are the basis of the three-tiered institutional network. The CO is a neighborhood level institution comprising of 15-25 member households. COs are federated into Village Organisations (VOs) for planning and coordination at the hamlet layer. At the third tier, representatives from all VO in a Union Council form a Local Support Organisation (LSO).

However, under the BRACE Programme, LSOs in districts will form Tehsil and District Networks to interact with government at higher strata and to encourage member LSOs to interact and exchange information amongst themselves and with other civic society formations. The process of social mobilisation as adopted by RSPs ensure that the poorest of the poor and those who are marginalized and live below poverty line are brought to an organized fold in order to have an improved access to all basic public and social services. This can only be attained by fostering a framework of grassroots level people institutions with the aim of harnessing potential of the poor.

Taali Dono Hathon Sai Bajti Hai

Women Empowerment in Rural Balochistan



In December 2017, I paid a visit to the Kech District in Balochistan, during which I had a very stimulating interaction with members of the community organisations formed by the National Rural Support Programme (NRSP).

However, the biggest surprise for me undeniably was to see the social mobilisation of local women, as they participated in the meetings alongside the male members of their village.

Such a high rate of female participation in these meetings was a shock, to say the least, particularly given the conservative nature of the province of Balochistan.

Decision-making here is a domain solely belonging to its men, while the women neither have any say in the decision-making process nor enjoy any of the social, economic and political rights enshrined to them through the 1973 Constitution.

Like all young people of my generation, I have never witnessed gender relationships leaning towards equality in Balochistan. Interestingly, our elders inform us that Balochistan used to be more tolerant and open towards women's participation in cultural and social events, and its women enjoyed a good space in the public sphere.

However, things turned against them with the onset of radical

religiosity in the province, which subsequently discouraged public spaces for them.

During my interaction with members of the local community organisations, I asked several women about how this change took place, through which women started participating in the community alongside men. One such woman, known as Noor Jahan, narrated her story to me.

"Ten years ago, I couldn't even dare to step out from the house because of the traditions we had, where women were to remain confined to the house. These four-walled houses were the only space where we could think of doing something.

Stepping out of this space, particularly for doing something generally considered to be men's work, was strongly discouraged. In 2007, NRSP organised us and formed our community organisation. In the beginning, I, like all other women of the village, was hesitant to sit with the men of our village, because I had never done that before. Gradually, I found myself more comfortable and confident in these sort of meetings, and started speaking out about our problems.

I also found a huge change in the mindset of our men, who were at first reluctant about our participation in these community

organisations, particularly sitting with other men. But now it is very normal to sit with them, discuss the problems of our village and try to find solutions.

I even got a flood protection wall built in our village under my supervision with the support of the NRSP, and I feel very proud of what I have achieved and will continue to do for my community."

Noor Jahan is now the manager of the Local Support Organisation (LSO) in Tumshan Ginna, and looks after the activities pertaining to the organisation.

I had the joy of meeting another young woman, Amul Sakim Baloch, who has become another household name in Kech, and her success story is an inspiration for thousands of other girls living in rural Balochistan. Her story, in her own words, is as follows:

"Nine years ago, I was living a meaningless and purposeless life. Sitting in the courtyard of our mud house was my daily routine – it was all we had ever done or seen in our life. Then, one day, back in 2007, a social mobilisation team of NRSP visited our village.

When I requested my father to let me attend the meeting of the village women, my father took a deep pause, after which he asked me, 'what would the people of the village think about us if I allow you?' After a long time spent persuading him, he gave me his permission, and from there on my life curved towards the path of success.

Today, after taking four months of English language classes from a community organisation in a nearby village, I now run my own language centre in my village. Sometimes, I think women can do anything in a better way, even in a perfect way, if we are provided the opportunity and space to do so.

Just sitting at home cannot bear any fruit for our society, so it is imperative for both men and women to understand the importance of women's participation in the development of society. I owe my success to the social mobilisation team of NRSP, and our men, who understood the significance of women's participation in the process of making ourselves developed."

Seeing women participate in the community in Kech District is a very encouraging indication of moving towards women's empowerment in rural areas of the province. However, with reference to the Sustainable Development Goals (SDGs), the development of women in rural Balochistan is still extremely far behind when compared to the rural areas of Punjab, Sindh and Khyber-Pakhtunkhwa. If we look at the indicators of women's education, health and political participation, Balochistan always takes last place.

Nevertheless, despite being better off than their counterparts in Balochistan, women in rural areas all over Pakistan are facing similar sorts of challenges.

The main challenge they have to face is the patriarchy deeply rooted in the structure, acting as an obstruction for women getting access to social, political and economic rights. Another major challenge is the prevalence of radical religiosity in such regions, which discourages women's liberty and control over their lives, their clothes, and their participation in any sphere other than the domestic one.

Therefore, building upon what has already been done to bring women into the mainstream, another step in the right direction would be for the government to develop and strengthen linkages with community organisations at the grassroots level.

Providing women access to education, healthcare and employment, as well as social and political rights, is critical in order to empower them with a better future. For this, an overhaul of the social and political structures is required on a priority basis.

First, the government should work on reviving indigenous cultural and social practices, those that aren't patriarchal or sexist, to enable women and young girls to reclaim the public spaces enjoyed by their mothers and grandmothers in the past.

For instance, this can be done by encouraging school going girls to participate in cultural events at school. I have come across many videos from the Killa Saifullah District in which young girls between the ages of eight to 11 can be seen dancing along with boys of the same age group during ceremonies at school. What this does is provide an opportunity to the audience to internalize this behavior as normal, instead of unnatural or dishonorable.

Furthermore, community awareness programmes should be started to educate people about the importance of girls' education and their health for the society, as well as discouraging practices and norms which give preference to men over women.

Lastly, the government should take robust measures to ensure women's participation in politics and in the decision-making process. For this purpose, the first step is to ensure they have a national identity card, which alone will go a long way to ensure a separate sense of identity, and will mobilise them from the household level into community institutions that shall be led by them.

Social mobilisation is considered the best approach for human development, and only through empowering the women of Balochistan can the province harness its intrinsic potential to improve the lives of its citizens.



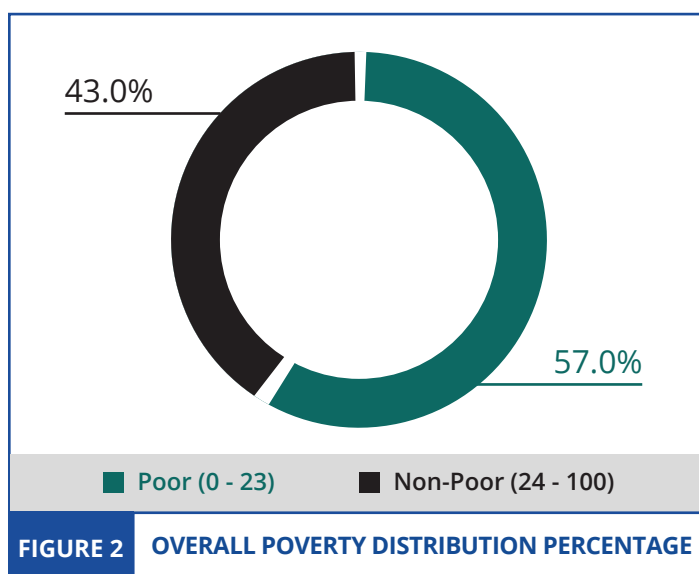
Poverty Scorecard Census



As part of the social mobilisation process, the RSPs conducted a door-to-door carpet survey in 249 rural Union Councils of the nine districts of the BRACE Programme, with the aim to reach every rural household at the beginning of the Programme. The Poverty Scorecard (PSC) tool was used for identifying the poor and to discern the poverty score of each beneficiary household. Moving forward, the Programme household level interventions will then be targeted on the households falling in the lowest band of poverty, which is with the PSC score of 0-23.

PSC as a tool for poverty targeting was mainly developed to give practitioners a simple, effective and low cost method for identifying the poor to conduct targeted Programme interventions. It is also useful for improving transparency and accountability in terms of poverty targeting and tracking the graduation process of households. PSC uses the proxy means test (PMT) formula, derived on the basis of Pakistan Social and Living Standards Measurement (PSLM) Survey 2007 with a set of easily verifiable indicators that correlate well with poverty along with a simple scoring system (World Bank 2013).

It was developed by the World Bank, and used by the Benazir Income Support Programme (BISP) for its cash transfer Programme, and adopted by the RSPs as part of their social mobilisation processes for poverty targeted interventions. The households' poverty scorecard data has also been used to establish baseline



benchmarks by identifying the poor households in order to effectively engage them in the social mobilisation process and provide targeted interventions exclusively designed for household income and productivity enhancements.

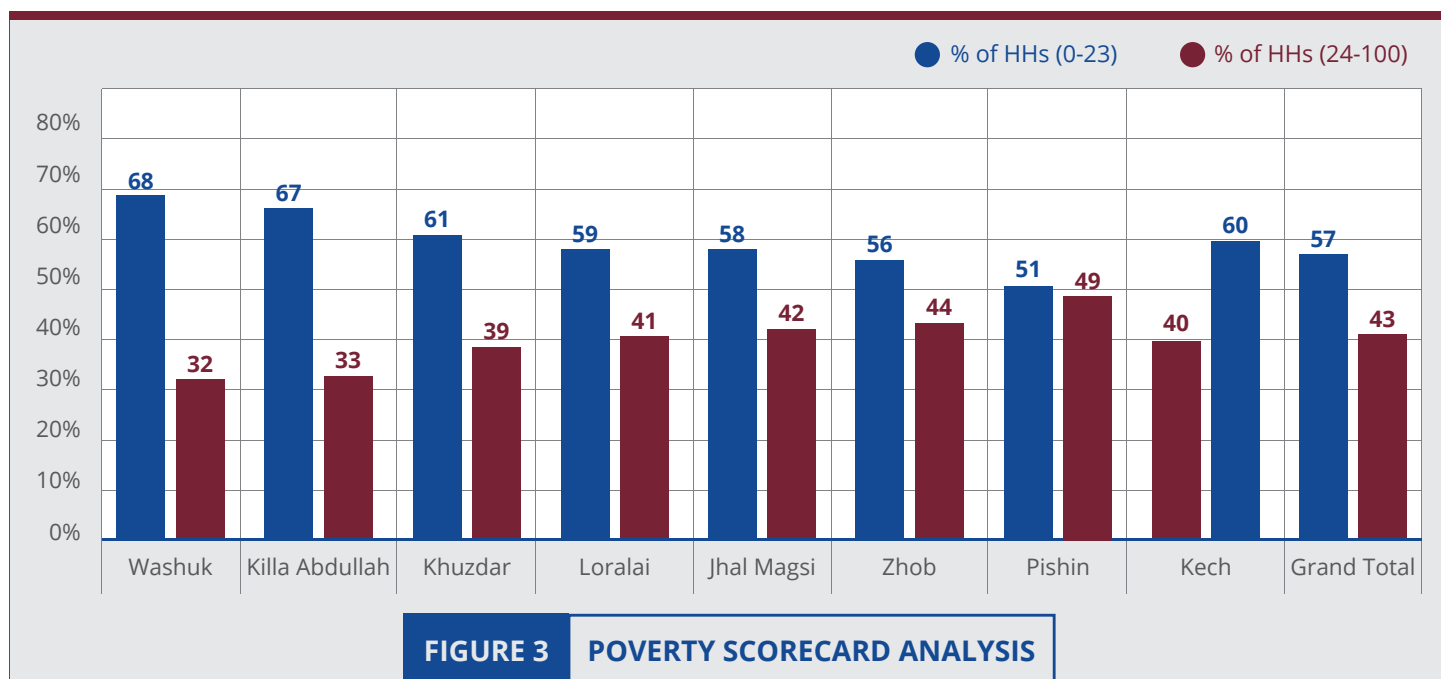
At the Programme evaluation stage (Year 2021-22), the BRACE Programme partner RSPs will undertake sample based PSC surveys of households targeted for the Programme interventions in order to measure the change in their poverty scores as the Programme concludes. At the conclusion of the first year, the partner

RSPs have completed the PSC survey in all the nine Programme districts. In total, PSC for 312,476 households with a population of 1,735,996 have been conducted. In addition to this, 110,000 households could not be surveyed for reasons including their unavailability, or because they refused to be surveyed, or could not be surveyed due to security reasons in certain areas. Efforts will be made to include these households during Programme implementation.

The data gathered through PSC contains a wealth of information ranging from poverty score, demographic information, school enrolment and literacy rate, work status of household members, facilities in the homes, breakdown of household assets, as well as water sources and land ownership of each household. This

provides a rich data bank not only to the BRACE Programme for targeted interventions, but also to help design subsequent Programmes in the future by RSPs, the government and other development partners.

Taking a closer look at the district wise breakdown, Washuk is the poorest BRACE Programme district where the population with PSC 0-23 is 68%, almost two-thirds of the total rural population. The district with the least number of rural poor is Kech where approximately 40% of the population fall within PSC 0-23. After Washuk the poorest are found in Killa Abdullah (67%), followed by Khuzdar (61%), Loralai (59%), Jhal Magsi (58%), Zhob (56%), Pishin (51%) and Kech (40%).



District Name	(0 - 23) %	(24 - 100) %	(0 - 23)	(24 - 100)	Total HHs
Washuk	68	32	9,256	4,357	13,613
Killa-Abdullah	67	33	34,261	16,735	50,996
Khuzdar	61	39	43,365	27,692	71,057
Loralai	59	41	20,332	14,254	34,586
Jhal Magsi	58	42	9,848	7,012	16,860
Zhob	56	44	11,617	9,013	20,630
Pishin	51	49	33,124	31,438	64,562
Kech	40	60	16,202	23,970	40,172
Grand-Total	57	43	178,005	134,471	312,476

Ensuring Quality Through Technology



One of the distinguishing features of the PSC undertaken in the BRACE Programme is that the survey employed the use of the Computer Assisted Personal Interviews (CAPI) method, whereby enumerators used portable tablet computers to enter data which was directly collected on the server. The use of CAPI helped enhance the quality of survey data in a number of ways; including saving ample time of data entering if the survey had been done on paper, providing built-in checks within the software to avoid empty or incorrect fields as well as mathematical calculations within the application. Correct 'customisation' of questions, providing checks against skipping questions and replacing bulky paper based survey forms with a single tablet for each enumerator to carry household to household were also key features. As data was collected in real-time, monitoring processes were greatly enhanced, making room for quick course corrections as and when the need arose to ensure inclusion of all households.

Strengthening Social Pillar: Institutions of the People

RSPs embrace a common approach to rural development: social mobilisation anchored on the belief that every individual, be they poor or rich, adult male or woman, has the capacity and potential to function for their own and family's welfare. Thus it has faith that the poor people have an intrinsic potential to help themselves, they can better manage their scarce resources if they are organised and provided technical and financial support. Mobilised communities go into a partnership with the RSPs under which they are provided social guidance, financial and technical assistance. In accession to this, the RSPs help in enhancement of capabilities and skills of these organised people/institutions in order to help them start running as self-governing organisations and fostering development linkages with government, donors and private sector offices. The key component of this social mobilisation and organisation process is that it involves all the poor households in grassroots level planning and implementation of community driven interventions. This is further strengthened through the nurturing and training of community resource persons and activists that belong from same communities.

The extensive RSPs experience and evidence regarding the implementation of this social mobilisation approach to CDD depicts that it has enabled the poor and marginalized communities to identify, prioritise, plan and think about their developmental needs jointly. It ensures ownership and participation for development, capacity building and especially women empowerment at grassroots level. Moreover, the three-tiered social mobilisation has resulted in building linkages amongst the rural communities and pertinent government and non-government organizations; thereby, allowing them improved access to public basic and social services and local markets. Thus the outcome of this process is inclusive sustainable development that creates a durable impact on the lives and livelihoods of marginalized and underprivileged communities.

The BRACE Programme has been built upon this three-tiered social mobilisation approach of RSPs discussed in previous sections. The following table provides a brief snapshot of progress against the targets of social mobilisation for the first year of the Programme.



S#	Planned Activities	NRSP		BRSP	
		Annual Targets	Achievements	Annual Targets	Achievements
1.	Formation of Community Organisations (COs)	480	51	5,152	926
2.	Formation of Village Organisations (VOs)	66	0	875	121
3.	Formation of Local Support Organisations (LSO)	6	0	69	0
4.	Create LSO Networks Tehsil and the District Level	0	0	5	0
5.	Development of MIPs	0	0	38,625	12,902

Table 2. Progress against the Targets of Social Mobilisation for the First Year of BRACE Programme

Sitting On Goldmines But Poor: What Should They Do?



One windy and dusty morning, we started our journey towards Kunari village, situated in Tehsil Dasht. As we moved on towards Kunari, the rays of scorching heat made it realized that how difficult it is to live a life here in such a desolate and drought affected land without access to basic human needs.

Traveling on the road built through China Pakistan Economic Corridor initiative apparently was very smooth and easy but the poor condition of human life in rural areas was the opposite of it. I have come across hundreds of hopeless young people sitting alongside of CPEC road. Their malnourished bodies and gloomy faces were reflection of an unending inflicted human and natural miseries.

A purposeless life is one of the severe punishments one can have. Looking back on these purposeless faces, sitting alongside road, it took me to contemplate for a while: what if these people do not get smiles on their faces? Will the region can see upward helixes of happiness and prosperity if these faces remain faded because of chronic poverty? What if these hundreds of promises are broken again and again? Aren't we breaking

backbone of a society?

These all questions need us to seriously deliberate on what should we do for these poor sitting on goldmines? The only answer is to support them in harnessing their innate potential.

For this, first they have to organise themselves into their own community institutions which could provide them the opportunity to think about and discuss what should they do for themselves?

This will not only make them realize that they are sitting on gold mines but also empower them to capitalize it for their socioeconomic development.

Making themselves a part of development process is the best solution to their miseries and for government none initiative can be successful and effective without partnership of local communities.

So better and strong collaboration of local communities and government is inevitable for turning these goldmines into prosperity.

Social Mobilisation & Development Planning

One of the purposes of creating community institutions is to promote and encourage development planning at the grassroots level, enabling the people themselves to take their development and progress in their own hands.

At the household level, this is promoted through the development of Micro Investment Plans (MIP) for the household for each member of the CO.

The MIP focuses on helping each household to collectively come up with a plan to increase their incomes by pooling together the resources and skills they already possess coupled together with specific support of the RSP which can help bring their plans to actualisation.

For instance, some households may indicate the need to invest in an animal in their MIP that they can raise and subsequently sell its byproducts or offspring to collectively increase their households' income.

In another instance, a household member may possess skills to stitch clothes and hope to start a business to increase their income, but do not have the capital to buy a sewing machine.

In the BRACE Programme, these MIPs can indicate the need for either the Community Investment Fund (CIF) or Income Generating Grant (IGG) which can give them the push to take the next step in achieving this goal.

Additionally, the need for a particular type of skill training may be indicated as the missing link in which case they may qualify for the Technical and Vocational Skills Training (TVET) of the BRACE Programme. Moving forward, on the village level, the communities are encouraged to come together to form a Village Development Plan (VDP), through the VO.

A VDP is a plan which includes development initiatives at the village level, as decided by the VO and its member COs in their MIPs. It consists of activities (large and small, cash and cash-less) which the VO aims to achieve collectively for their village.

On the Union Council, the same is encouraged through the development of a Union Council Development Plan (UCDP) through the LSO.

At the very least, the process of **DEVELOPING AN MIP** helps bring a household together to think about using their innate potentials and **RESOURCES** and tackle their poverty head on which in itself is a valuable & necessary step for the **SITUATIONS** to better their **DEVELOPMENT OF ANY HOUSEHOLD AND COMMUNITY.**

In the first year of the **BRACE PROGRAMME,**

the focus has largely been on **DEVELOPMENT of MIPS** soon after each CO is formed.

Social Mobilisation:

Transforming Lives of the Poor People in Pakistan

A trail to success might be long, challenging, and tiresome but at the end you will be satisfied and happy when you see and hear successful stories of change transpired in hot and barren lands of rural Kech.

In the small semi-desert community of Dasht in Kunchiti, district Kech, Mahajan Baloch, age 35, is busy in her small grocery shop. Thanks to the shop, Mahajan is economically independent.

According to her Community Organisation (CO) colleague. But conditions were not always so. After she completed her secondary education, Mahajan had to marry, for which she had to quit school.

To escape chronic poverty and stranded financial conditions, she decided to become a part of community organisation fostered by the National Rural Support Programme (NRSP).

After joining community organisation in her respective village, it opened new avenues of socioeconomic development for her family. Through her community organisation, she has not only got an auspicious opportunity of getting loan from the Community Investment Fund (CIF) for her small economic venture but also provided her a breakthrough to lead other women in the village. She is now Manager of her village's community organisation.

With support of CIF loan, she has opened a grocery shop in her village. She, now, earns 1,000-1,500 PKR (10-15 USD) daily and contribute to her household's income.

"I couldn't have imagined this change in household's financial condition if hadn't got availed this opportunity of becoming a valued member of community organisation.

This has not improved my economic but social standing too. My six children are now attending school and I too lead women of this village so that they can also bring about a positive transformation in their lives".

Mr. Gohram Baloch is a 33-year old mechanic who lives in chronic poverty in the village Dannok in district Kech.

He loves his people, his village and his family and has no intentions to leave his village despite continuing drought and periods of acute hunger.

Gohram started his education late, at the age of 14, and had to abandon school three years later since his family could not afford his school expenses. He started daily wage labour.

He went from place to place looking for work opportunity but he had to leave after two years because of unavailability of work opportunities.

"There was drought and poverty in my household during that period and I couldn't even had had the courage to come home in the evening because of empty pockets. As a result, my family was starving for months because of less food and too many mouths to feed"

In 2016, Soorap Local Support Organisation became his lifeline when his household became member of it.

In 2016, my family prepared the Micro Investment Plan and identified that I could benefit from TVET. My CO recommended me for TVET.

I attended a one month course on Motor Winding skills training from the Institute of Rural Management at Jamshoro. Now, I have my own mechanic shop and earn PKR 2,000-3,000 (USD 15-25 per day).

Looking back at his life, "earlier, my father was the only source of our household's income, now I also make significant contribution.

I am also training my younger brother after his school so that he can also support me. My six siblings are now attending a school and this is a big change in my family's conditions", Mr. Gohram said.

Human Resource Development And Capacity Building

BRACE Programme's Team Trainings

In the inception phase of BRACE Programme, RSPN developed several manuals and guidelines to provide technical support; ensure uniform Programme implementation approaches and harmonized monitoring, evaluation and reporting mechanisms.

This included development of Programme Implementation Manual; Community Awareness Toolkit; Community Management Skills Training; Poverty Scorecard (PSC) Manual; etc.

Trainings were held to familiarize the relevant staff on these approaches and methods. It is pertinent to mention that as part of the

social mobilisation process, the RSPs have adopted the PSC tool for identifying the poor and track the poverty scores of beneficiary households. Under the BRACE Programme, both partner RSPs has employed the existing targeting approach and conducted a PSC census covering 100% of the households at the outset.

The Programme interventions, including organising communities into community organisations is now focused on the households falling in the lowest band of poverty.

BRACE Programme RSPN Staff Orientation Workshop

A day long orientation workshop was held on 21st September, 2017 for BRACE Programme RSPN newly inducted staff.

It was attended by BRACE Programme and Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme teams and RSPN core staff along with NRSP staff. Ms. Shandana Khan, Chief Executive Officer RSPN, hailed the new team and said that she was optimistic that this Programme will contribute effectively towards the development of rural Balochistan.

Mr. Khaleel Tetlay, Chief Operating Officer RSPN, explained the central facets of the BRACE Programme and highlighted its strategic significance.

The overall objective of the workshop was to orient the staff on the Rural Support Programmes approach, BRACE Programme key components along with the EU and RSPN guiding principles and procedures. Also, the lessons learned from SUCCESS and other EU Programmes were discoursed in the workshop in order to translate these learnings into action in case of BRACE Programme.



BRACE Programme

Implementation Manual Review Workshop



A three day Programme Implementation Manual (PIM) review workshop took place from September 25 to 27, 2017 at Quetta.

The meeting participants included the senior staff of BRACE Programme from BRSP, NRSP, RSPN and relevant Government departments; including, Local Government and Local Develop-

ment Department, Balochistan Rural Development Academy (BRDA) and Social Welfare Department.

The main objective of the workshop was to apprise the manual. The feedback sought was later fed into the PIM.

Debriefing Session with the **BRSP Female Staff post-SRSP Visit**

On November 22, 2017, in Islamabad, Ms. Shandana Khan (CEO, RSPN), and RSPN BRACE Programme staff had a debriefing session with the BRSP female staff post SRSP interventions areas visit. In the session, the BRSP colleagues shared the learnings from their exposure visit to Haripur and Swat.

They also explained how these learnings can be utilized in EU funded BRACE Programme and thus contribute in women empow-

erment as well as socioeconomic empowerment of communities in Balochistan.

The Districts' female staff was confident that through proper advocacy and sensitization in communities, women only and mixed community institutions can be fostered and federated into union council and district level organisations and committees in the context of Balochistan.



Training of Trainers on RSPs Gender and HR Policies and **Anti-Sexual Harassment Laws** in Pakistan



Recognizing the significance recommendations for improvements in Gender and HR policies and Anti-Sexual Harassment Laws in Pakistan, RSPN arranged a four days Training of Trainers (ToT) on RSPs Gender and HR Policies and Anti-Sexual Harassment Laws in Pakistan at Quetta under BRACE Programme. The training was held from December 11 to 14, 2017.

The primary aim of the training was to train the master trainers from BRSP, NRSP and relevant government departments on RSPs HR and gender policies and anti-sexual harassment law in Pakistan titled "The protection of women against harassment at workplace Act 2010".

The overall objective of the training was to train gender focal persons, relevant districts and head office BRACE Programme staff of BRSP and NRSP and relevant GoB staff from Social Welfare Department, Women Development Department and Local Government and Rural Development Department who will further roll-out the training to all other Programme implementation staff, community institutions and Local Support Organisations' executive body members. The following were the specific objectives of the training.

1. Conceptual clarity of gender and gender related issues
2. Clear understanding of sexual harassment
3. Protection against Harassment of Women at the Workplace, Act 2010
4. Building competence on conducting inquiries of sexual harassment cases

This training was attended by above 20 participants that included Gender focal persons of BRSP, NRSP and RSPN along with their relevant staff as well as representatives from local government departments. All the participants were of the view that the training Programme proved to be quite comprehensive, and was especially designed to train the targeted participants.

They said that Ms. Maliha Hussain fully covered and explained the gender issues, issue of sexual harassment, clarifying the myths and realities, comprehensive procedures given in the law for effective implementation and handling the cases of sexual harassment, which usually occur without any evidence and witness. It has raised their awareness and augmented their knowledge on the training subject. The training participants expressed that the best element of the training was that it was.

Training on

Monitoring & Evaluation Framework and Socio-Economic Baseline Surveys Approaches and Methodologies



RSPN arranged a five days training on "Monitoring & Evaluation Framework and Socio-economic Approaches and Methodologies" exclusively for the BRACE Programme.

The training was held from November 27, 2017 to December 1, 2017 at Quetta Serena Hotel. BRACE Programme M&E team of BRSP and NRSP along-with relevant government officials from Planning and Development (P&D) department and Local Government and Rural Development (LG&RD) department of GoB attended the training event.

The overall objective of the training was to orient BRSP and NRSP monitoring officers and other participants on BRACE Programme M&E framework and socio-economic baseline survey approaches and methodologies.

In addition to this, to review the M&E framework draft and incorporate feedback in it.

It was also aimed at augmenting awareness and ripen the interest in implementation of result based M&E of projects and shed light on what it needs.

Participatory and interactive approach was adopted throughout

the training.

It included open discussion; experience sharing; question & answer; summary and feedback and power point presentations.

The training provided an opportunity for the participants to become familiar with the approaches of BRACE Programme M&E framework and socio-economic baseline surveys.

It also enabled the participants to learn from and share experiences and also increased the knowledge as well as overall understanding of BRACE Programme.

Orientation Training of RSPs **BRACE Programme** Staff and Government of Balochistan's Key Staff on Programme Implementation Manual



For the BRACE Programme staff and relevant GoB Officials, it is of utmost importance to have a common and an undeviating level of understanding regarding BRACE Programme's implementation approaches.

This can support in adopting the standardised approach as well as quality assurance as regards the Programme implementation. For this, a five days "Orientation Training of RSPs BRACE Programme Staff on Programme Implementation Manual (PIM)" was held in Quetta from January 26 - 30, 2018.

The overarching objective of the orientation training was that the participants are able to understand the importance and implementation mechanisms of the social mobilisation approach and Programme activities in a standardised manner.

The implementing RSPs' key staff dedicated for the BRACE Programme, including the thematic heads (Social Mobilisation, CPIs, Monitoring and Evaluation, Social Sector, and Human Resource Development), District Managers and Training Officers of the

RSPs attended this training. Relevant government officials from provincial departments i.e.

Planning & Development Department, Balochistan Rural Development Academy, Local Government & Rural Development Department, Women Development Department and Social Welfare Department also attended the orientation training.

After this, BRSP and NRSP, in turn, will train their BRACE Programme field staff, and who in turn will train community leaders using PIM and training materials developed by RSPN.

Overall, the training provided an opportunity for the participants to be acquainted with the BRACE Programme operational Manual and its significance.

It also helped the participants to understand the various components of the Programme and its strategic importance.

Training of Trainers for RSPs **BRACE Programme**

Staff and Government of Balochistan's Key Staff on Community Awareness Toolkit



One of the most important aspects of the social mobilisation process is sensitization and capacity building of community members on critical cross-cutting issues.

To achieve this, RSPN's role is assist BRSP and NRSP in mainstreaming the critical cross cutting issues into the social mobilisation process through developing the Community Awareness Toolkit (CAT) and associated training manual and regular support at field level during Programme implementation.

The CAT includes the basic information on nutrition, health and hygiene, family planning, HIV-AIDS, gender, human (particularly women's) rights, Water, Sanitation and Hygiene (WASH), Disaster Risk Reduction (DRR), climate change and environment, natural resource management, and other selected areas.

The services of the all RSPs Social Sector Resource Group were used to develop the CAT.

For this activity, the field staff of BRACE Programme particularly Social Organisers, Capacity Building Officers and District Programme Officers needs to be provided training on the CAT, who, in turn, will trained field staff and Community Resource Persons (CRPs).

CRPs will then conduct sessions in communities to create awareness and generate demands for highlighting and addressing crosscutting issues.

Gender sensitization is a vital part of these trainings and women issues have been incorporated in all CAT sessions. Thus, to train the RSPs key staff on CAT, a five days "Training of Trainers for RSPs BRACE Programme Staff and GOB staff on Community 2 Awareness Toolkit (CAT)" was held in Quetta from February 19 - 23, 2018.

This training was facilitated by the social sector staff of the RSPs. The participants shared that this orientation training on CAT was quite useful for them.

It also raised their own awareness on crosscutting themes. They appreciated the participatory approach employed in the training.

They also requested to arrange a refresher session in the coming years of BRACE Programme.

Training on **Quality Assurance**

& Quality Control Plans and Tools for the **BRACE Programme**



To ensure quality of the Programme interventions, RSPN has developed a quality assurance and control plan (QACP) and relevant tools to be applied by BRSP and NRSP.

Keeping this in view, a two-day training was organised by RSPN on quality assurance and control plans and tools from April 11 - 12, 2018 at Quetta for key implementation and Monitoring & Evaluation staff of BRSP and NRSP as well as for GoB staff from relevant departments.

The purpose of the training was to orient the BRSP and NRSP District Managers and Monitoring & Evaluation (M&E) Officers, Heads of M&E Sections of BRSP and NRSP along with the Government officials from the Local Government and Rural Development Department, Planning and Development Department, Social Welfare Department and Women Development

Department on the Quality Assurance and Control Tools and Plans developed under BRACE Programme.

All of the participants appreciated the training particularly they said that the training was timely as the social mobilisation component has just started under BRACE Programme and the content of this training will help in quality implementation and monitoring.

The participants said that the training was quite informative. Their knowledge regarding the significance of quality assurance and quality control has increased significantly after this training. The comprehensive checklists developed for each activity/intervention will help in ensuring quality at each step/process of activity/intervention being implemented, monitored and evaluated expressed a few participants.

Field Staff Trainings and Workshops

Conducted by **NRSP and BRSP**

NRSP conducted a training for Field staff on Cross Cutting Issues (Community Awareness Tool Kit) from March 20 - 23, 2018; with the objective to improve the technical knowledge of the participants about CAT sessions, training skills and process to conduct further training of Social Mobilisers to further train the CRPs, who will deliver CAT sessions to the organized communities and their leaders.

The modern adult learning/andragogy methodology of learning was applied in the training such as group work, mock exercises, presentation by the participants, lectures, ice breaker, brainstorming, question answering, quiz, Practical exercises, role plays, case studies, discussions and meeting with sector experts for actual experience sharing. Training methodology was fully focused on "do how" rather than "know how".



NRSP Conducted Programme Orientation Training Workshop for Programme Staff on Programme Implementation Manual



NRSP conducted Programme Orientation Training Workshop for Programme Staff on Programme Implementation Manual from March 09 - 13, 2018.

NRSP's key staff dedicated for the BRACE Programme, including the thematic heads (Social Mobilisation, CPIs, Monitoring and Evaluation, Social Sector, Finance and Human Resource Development), Programme Manager, District Manager, and Training Officers attended this training. Relevant government officials from District Government departments i.e., Local Government & Social Welfare Department also attended the orientation training.



After this NRSP Programme staff will train community leaders using PIM and training materials developed by NRSP.



ہم اپنے آنے والے خوش آمدید کہتے ہیں

معزز مہمانوں کو

حسین لوکل سسرگنائزیشن

سیف آباد



Adding Value: Monitoring, Evaluation and Research

M&E Activities in **BRACE Programme**

The role of M&E and technical backstopping has been a vital component of the BRACE Programme in the first year. This will continue to play a pivotal role in Programme implementation moving forward as RSPN and the partner RSPs aim to implement all facets of the Programme with standardisation and uniformity in approach and quality.

After developing the Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT) and providing comprehensive trainings on both, RSPN provided technical support to the RSPs in the field as Programme implementation began.

Starting with the Poverty Scorecard (PSC) survey, a manual for enumerators and supervisors was developed on the PSC and as the survey was rolled out in the field, the RSP teams and RSPN M&E continued to provide support for implementation with spot-check field visits, process monitoring and desk monitoring through daily reports gathered from the PSC android application and uploaded on the server.

This included detailed daily reports on the progress of enumerators, and flagging for course correction. Additionally, as the PSC survey was nearing completion, the implementing partners used GPS mapping on Google Earth to provide a birds' eye view for areas where PSC had been completed in order to identify settlements that may have been uncovered due to any reason. Furthermore, with regard to the Socio-Economic Baseline Survey, RSPN provided technical support to the RSPs in the joint procurement and finalisation of the firm, the development and finalisation of the questionnaire to be used in the survey, support in sampling for where the survey will be conducted with assistance from the University of Mannheim, and the finalisation of the Android application used in the survey by the firm.

The RSP teams assisted in the training of enumerators by the consulting firm for the survey, as well as conducted spot check field visits to the field for verification and process monitoring as the survey was underway. Furthermore, the RSPN team and RSPs have continued to support the third party firm in finalisation of the survey report. The RSPs field monitoring teams, including the

Monitoring Officers, M&E Managers and District Managers play an active role in the on-going monitoring of Programme activities, implementation and course correction.

The RSPN BRACE Programme team as well the RSPN sector specialists provide supportive supervision to the RSPs in the form of field visits for spot checks, post verification of activities, facilitation in process monitoring as and when required and technical support in implementation of Social mobilisation activities.

This includes support and monitoring in Programme introductions, Community Organisation (CO) and Village Organisation (VO) formations, development of Micro Investment Plans (MIP) Community Management Skills Training (CMST), Leadership and Management Skills Training (LMST), Community Awareness Toolkit (CAT) trainings, training of enumerators for the PSC survey and progress meetings in the field with RSP field implementation teams.

In order to ensure and promote quality and coherence in Programme implementation, RSPN developed a Quality Assurance and Control Plan (QACP) which includes separate checklists for each Programme activity ranging from trainings to formation of community institutions, and subsequent Programme interventions in the field. The checklists have been operationised by the RSPs and are used diligently by the field teams to ensure that all relevant steps are being followed as prescribed in the Programme Implementation Manual (PIM) for the BRACE Programme.

In addition to the M&E activities carried out by RSPN and the partner RSPs, besides their role as a donor, the EU also provides technical backstopping and support in Programme implementation and monitoring of activities.

The EU Project Manager for the BRACE Programme and representatives from the EU delegation to Pakistan make regular visits to the Programme districts to oversee and provide feedback for the implementation of activities at the field level. During the first year of the Programme, they have visited districts Jhal Magsi and Zhob.

BRSP Conducted Three Orientation Training Workshops for **BRACE Programme** Staff

Under BRACE Programme, until now BRSP has conducted three Orientation Training Workshops from time to time. The training will be imparted in 8 events, which will improve the 202-staff capacity on the program envisaging results and familiarizing with BRSP functions.

In this regard, the first workshop was conducted on August 04 – 11, 2017 at Balochistan Rural Development Academy and 36 staff members were trained belonging to 7 districts of BRSP.

The second training workshop was conducted from August 18 - 25, 2017, at Balochistan Rural Development Academy and 29 staff members were trained from BRSP seven districts. The third workshop was arranged from 02nd-09th February, 2018 and was attended by 29 participants.

In the Programme orientation training workshops, brief of BRACE Programme was shared to ensure equal level of understanding amongst all Programme staff regarding Programme objectives, implementation strategy, work plans, role/responsibilities of each

cadre of staff and how Programme interventions are integrated with each other.

They were also briefed about EU rules/regulations, visibility and communication guidelines. Field visit have been also arranged for participants to exhibit some practical examples of social mobilisation and learn from the community practices.

The trainings were designed to be participatory, interactive and experimental keeping in view equal and active participation of all. The event participants were divided in working groups to contribute in internalization and practical application of learned concepts.

As by design, an informal set-up was ensured to allow participants to candidly discuss cross-cultural issues both within the organization as well as in the wider context. Various group exercises that foster inclusiveness, teamwork, communication and trust were incorporated during the trainings.



Implementation

Socio-Economic Baseline Survey

In order to assess the socioeconomic status of households in the BRACE Programme districts at the onset of the Programme, a sample based baseline survey was underway which at the conclusion of the Programme will be compared to an end-line survey. The baseline and end-line Socio-Economic Surveys (SES) are part of the overall accountability and learning purpose of the M&E component of the BRACE Programme.

A consultative approach was adopted to develop the methodology to take into account shared expectations and joint ownership of the survey. The process started with a desk review of the existing baseline surveys of RSPN, BRACE Programme documents including the Programme logframe, RSPs proposals, grant agreements between EU and RSPs, and the decision document of BRACE Programme signed between EU and Government of Pakistan.

This was followed by various consultative meetings with the senior M&E team members of BRACE Programme partner RSPs and their focal persons for the BRACE Programme and the Technical Advisor for BRACE Programme research and M&E from University of Mannheim, Germany, Dr. Andreas Landmann.

His input on the baseline methodologies and approaches and sampling methodology were incorporated. The baseline approach was presented to the RSPs in a training on M&E Framework and Socioeconomic Baseline Approaches & Methodologies held on November 27 - December 1, 2017 in Quetta.

The final document includes a common approach, detailed methodology, data collection instruments and Terms of Reference for the third party service provider to conduct the baseline survey.

The implementing BRACE Programme partner RSPs outsourced the baseline and end-line surveys to a third party service providers, Foresight Research and Balqees

Tahira Associates, through a procurement process with competitive bidding.

RSPN organised various coordination meetings with EU and RSPs to facilitate this process and finalise the agreement.

The procurement of third party service provider was completed in April 2018, and the SES data collection completed in August 2018. The socio-economic survey of the sample villages and households covers 22 randomly selected Union Councils with 4,400 randomly selected households. Overall, this will serve two purposes simultaneously.

First, the data will be used to estimate the income, incidence, depth and severity of poverty, with associated social characteristics of the poor people (households), in communities. Second, the same data will be used as the baseline to estimate the impact of the BRACE Programme on the standard of living of households especially income and poverty.

This covers the overall BRACE Programme logframe key indicators of income, sources of income, savings, assets, consumption patterns, and access to social services such as water and sanitation, education, health, nutrition, civil act registrations, and the like. Apart from these main purposes, the surveys will provide a rich collection of data from rural Balochistan and the status of the current development indicators in the field.

The main objectives of the survey are:

1. Estimate the change in the income, sources of income, asset ownership, incidence, depth and severity of poverty and associated social characteristics of the poor (households) in the targeted Programme districts,
2. Estimate the change in targeted poor households' access to and use of public services, such as access to water and sanitation, education, health, civil acts registration, etc.

Research for Programme Improvement and Policy Recommendations

Research is one of the most important components of Balochistan Rural Development and Community Empowerment Programme (BRACE Programme). Bill Gates, once said "I believe in innovation and that the way you get innovation is you fund research and you learn the basic facts."

This creative and systematic work or inquiry is vital in increasing the stock of knowledge and creating the new 'knowledge products' These new knowledge products do not only help in improving an organization's Programme implementation but are also useful for the development of policies and strategies for the communities we work with.

Overarching purpose of the research component of the BRACE Programme is to generate evidence-based learning outcomes and provide critical inputs for policy reform, improved programming, and to promote joint learning process among communities, the local government/authorities, and the Programme implementing partners.

The premise of the BRACE Programme's research is that informed, inclusive and voluntary involvement of communities in the process of development, progress and change - that benefits all regardless of the degree and frequency of their involvement –reduces the transaction costs, increases the ownership and helps sustain the progress.

Most pertinently, it is asserted that communities' active participation and ensured inclusion have verifiable correlation with their consequent empowerment.

Thus, the Research hinges on intended and assumed PIE: Participation, Inclusion, and Empowerment of communities through the development that BRACE Programme seeks to deliver.

The Research Component, in a nutshell, envisages an organic link and visible flow between the planned outputs, expected results, intended impact, and desired outcomes of the BRACE Programme. This won't be possible without collaborative action and inclusive outlook of the implementers and stakeholders.

The outcomes of BRACE Programme research will undertake analysis of dynamics of poverty at the household level, i.e. analysis of socio-economic vulnerability of rural households, and analyse how BRACE Programme interventions by

BRSP and NRSP are impacting the poor rural households to alleviate their poverty.

The research will generate evidence to support the process of local development policy formulation and inform decision making by the Government of Balochistan and development stakeholders.

The Expected Result 3 of BRACE Programme reads as, 'Evidence based policy recommendations generated and disseminated to support the Local Development Policy Framework for Balochistan.' Therefore, the research component of BRACE Programme aims to provide input for advocacy, improved programming, and Local Government Policy Framework for Balochistan.

The component outputs include participatory action research (PAR), thematic studies, research briefs, research articles, and policy briefs. This also includes analysis of poverty score card (PSC), socio-economic surveys (SES), and institutional maturity index (IMI). The research findings will be communicated and disseminated through publications in seminar, conferences, workshop and media.

This component will also generate and disseminate the qualitative and quantitative research-based recommendations and suggestions to support the Government of Balochistan, Rural Support Programme, Human Dynamics and others. This will ultimately feed into the Local Development Policy Framework.

To feed into the Local Development Policy Framework for Government of Balochistan, the studies and activities under BRACE Programme research component will produce rural household level data (quantitative and qualitative) which is rarely available on Balochistan. Similarly, available primary data sets to be produced by the Programme in different implementation timelines i.e. PSC, SESs and IMI surveys in the early Programme life will fill this primary data gaps to assist stakeholders for effective designing and planning of various Programme components.

The research under BRACE Programme will employ mixed approaches and will include, Participatory Action Research, longitudinal studies, thematic studies, PSC, SESs, gender analysis, political economy analysis, comprehensive capacity needs assessment study, Advocacy workshops/public policy debates with government, Pub-

lication and dissemination of research reports, papers and policy briefs, Dissemination of research findings in national and international conferences/workshops.

These studies and activities will be undertaken by RSPN and Human Dynamics (HD) with active support from BRSP, NRSP and Local Government & Rural Development Department (LG&RDD), Government of Balochistan.

Literature review on the subjects will be an integral part of the research methodologies for comparison to measure knowledge-produced during the studies' time period.

Following three Participatory Action Research (PAR) studies will be outsourced by BRACE Programme;

1. Poverty dynamics in Balochistan
2. The nexus between community-led development and local governance
3. The dynamics of inclusive development, with focus on gender issues and women's empowerment

Some other potential areas for PAR studies can be

1. Gender mainstreaming and women empowerment for sustainable development and poverty alleviation
2. Understanding the provincial PFM and Public Expenditure and Financial Accountability (PEFA)
3. Local integrated development planning processes

4. Community led actions/interventions to achieve SDGs
5. Mainstreaming cross cutting themes: Inclusive development with focus on women, children and people with special needs, capacity development of the development partners, food security and nutrition, health, human rights, environmental sustainability, improved local governance, conflict preventions, disaster risk reduction and PFM
6. Other social, economic and development issues pertaining to Programme area, and proposed by the participating community members/leaders.

Some of the potential areas for thematic studies include women's empowerment, sustainability and continuity of community physical infrastructure, community investment fund, income generating grants, micro health insurance, community savings and internal lending, technical and vocational skills training, local governance, institutional maturity index, poverty scorecard and socio-economic surveys.

HD will undertake research on Political economy of Balochistan, Gender analysis of Balochistan and Public financial reform roadmap under BRACE Programme to inform project implementation and the design of Programme interventions and activities and to contribute in developing community led development framework.

Promoting Quality through Technology: Management Information System (MIS)

In the current era when technology has taken over the control of the whole world, it has also aided a lot in the Development sector's whole process and increased its efficiency.

In BRACE Programme the use of technology in overall interventions of the Programme has led to accuracy in data, its effective handling and display to get the meaningful details out of it.

A web Based MIS System developed by RSPN contains reports on the KPIs of the Overall Programme so far.

This MIS is updated on daily basis with new modules being added. This Real Time MIS System is providing the facility to the stakeholders (RSPs, EU, GoB) to track the Programme progress on real time basis at any time.

During the whole PSC Survey, the data was collected through

specialized apps on tablet which helped to manage the data accurately and made it easier to generate reports out of it within a short period of time.

Along with data accuracy it also helped keep record of the geographic coordinates of the HHs visited during survey to help in ensuring the legitimacy of survey.

Using the app based data collection it has minimized the data cleaning efforts and has ensured the quality of work done by enumerators. Currently social mobilisation process is also active using the same procedure.

The data collected will help categorize the HHs in to groups based on which further interventions of Programme including CIF, IGGs before etc. will carry forward.



Communication and Advocacy Reaching

Beyond Boundaries

Advocacy and Communication play a key role in achieving tangible and nontangible results in a community based Programme like BRACE Programme.

Therefore, it is very important to plan, design and execute activities based on advocacy and communication to not only maximise the outreach and impact of the Programme, but to achieve those planned goals and targets that help in graduating poor out of poverty. Under annex of expected results for BRACE Programme, there are certain and multiple activities that have been designed to widening the impact of Programme, maximizing the outreach of interventions and ensuring the

showcasing of efforts being made by RSPN, RSPs, Government of Balochistan and the EU.

During the inception phase of BRACE Programme, RSPN and Programme RSPs have successfully arranged and conducted various events, workshops, field visits, trainings and an international exposure visit to not only advocate about the BRACE Programme on different local and national platforms, but to attain a level of national/ international understanding for better execution of Programme activities.

Let's have a quick review of a few as under:



Experience sharing and learning Visit to **Tajikistan**



A 19-member delegation comprising former Ex-Chief Minister Balochistan Dr. Abdul Malik, Dr. Hamid Khan Achakzai, Minister for Planning and Development Department GOB, Sardar Ghulam Mustafa Khan Tareen, Minister for Local Government and Rural Development Department GoB and high level officials from the Government of Balochistan, BRSP, NRSP and RSPN undertook an experience sharing and learning visit to Tajikistan from October 10 to 18, 2017.

They visited different Programme areas of the Agha Khan Foundation (AKF) - Mountain Societies Development Support Programme (MSDSP) in rural areas of Tajikistan. The visit started with having a meeting at AKF-MSDSP office in Dushanbe, Tajikistan where Mr. Yodgor Faizov, Chief Executive Officer AKF Tajikistan, welcomed the delegates and gave a detailed presentation on Tajikistan and AKF work.

He informed the participants that Tajikistan is a landlocked country in Central Asia that borders Afghanistan in the South, China in the East, Kyrgyzstan in the North, and Uzbekistan in the West and Northwest.

The Embassy of Pakistan in Tajikistan hosted a dinner in the honor of the Pakistani delegation, which was also attended by the representatives of the European Union Delegation in Tajikistan.

His Excellency (H.E.) Mr. Tariq Soomro, the Ambassador of Pakistan to Tajikistan, welcomed the delegation and expressed his support during their stay in Tajikistan. After the dinner, Gifts and shields from Pakistan were presented to the Ambassador and his team members by the senior officials of the Pakistani delegation.

The delegation also held meetings with the District Governor of

Aini District, visited District office of AKF/MSDSP in Istravshan where AKF/MSDP is working since 2010, and visited a Village Organisation (VO) in Shononn Village where they met with VO members. Women groups here are working on diary milk collection and processing project.

The delegation also visited water supply project in VO Shohon. After this meeting the delegation travelled to Isfara district and held a joint meeting with the Deputy District Governor, Union Council Chairman, and VO President. The Deputy District Governor Ms Zumera gave a presentation on her district and development being undertaken there.

The delegation also met with the Deputy District Governor of Isfara district.

The delegation also attended the Harvest Festival in Konibodom. The community presented their national songs, poetry, and performed their traditional Tajiki dance to welcome the delegation. The next destination of the delegation was district Faizobad, where they met with the representatives of Social Union Councils for the Development of Village in presence of Deputy Governor of District Ms Nooria.

President of SUDVO (LSO) Mr. Yousuf Faizabad welcomed the delegation and gave a presentation. The delegation also held a meeting at her office.

On the last day of the visit, a 'Thank You' dinner was hosted by RSPN, NRSP, and BRSP, which was attended by senior officials of AKF/MSDSP Tajikistan, Pakistan's Ambassador to Tajikistan, and Head of EU in Tajikistan.

Post-visit remarks by GoB Officials



Sardar Mustafa Khan Tareen
(Minister for Local Government)

The Honourable Minister said: "The visit was very well organised and facilitated by AKF Tajikistan. The social mobilisation undertaken by AKF has begun to yield significant results. Community's awareness level and the participation of women in all development activities was very encouraging. The interaction between the community institutions and the local government was excellent. Both work to complement and supplement each other. In Pakistan, and particularly in Balochistan, we should develop such partnerships. RSPs and community institutions should develop coordination mechanisms with the local government. Only through working with community institutions can the government reach every household. Our MPAs and local elected bodies have funds for development and if we all work together we can improve our areas. Our delegation has Politicians, Secretaries and RSP representatives. We should all work together for the development of Balochistan. Finally, I want to thank European Union for arranging this visit.



Mr. Akbar Hussain Durrani
(Secretary Finance, Balochistan)

" I am very thankful to you all and especially to EU and RSPs for organizing this visit and giving me an opportunity so visit Tajikistan. My take from this visit to Tajikistan: a) social mobilisation and community institutions are important for development; 2) strong ownership of community institutions by the community members as well as local authorities contribute to citizens' engagement with the state; c) capacity building and awareness raising allows people to focus on their potentials rather than problems; d) Governments should keep budget lines for partnership with RSPs for supporting social mobilisation; and e) we need to encourage and support women to play a more active role in development as we saw in Tajikistan".



BRACE Programme in Media

Coverage of BRACE Programme launch in Newspapers

Since print and electronic media plays a vital role in dissemination of information and showcasing of field activities at different levels. Therefore, RSPN and RSPs have managed to disseminate information about BRACE Programme's activities by inviting journalists on events and sharing press releases in print and electronic media. Based on these efforts, BRACE Programme's activities were covered by the local journalists working with English and Urdu newspapers in Quetta.

RSPN and BRSP both together drafted a press release on the eve of BRACE Programme's launch in Quetta. They also invited local journalists of print and electronic media for the coverage of launch event. The event was well attended by well-known media person from Quetta.

It resulted in the good coverage of launch event on local pages of English and Urdu dailies. The launching ceremony was covered by more than 12 newspapers, mainly in English media. The press release issued by RSPN and BRSP received prominent coverage and a good space in newspapers, making heading on the city page along with the story and pictures of the launching ceremony.

Print Media Coverage of CAT Manual Workshop

RSPN organised a 5-day TOT for the staff of RSPs and government staff on the use of Community Awareness Toolkit Manual. The training was concluded on a certificate distribution ceremony, attended by Begum Shama Perveen Magsi who graced the event as a chief guest. RSPN and BRSP also invited print and electronic media personal for the coverage of certificate distribution ceremony.

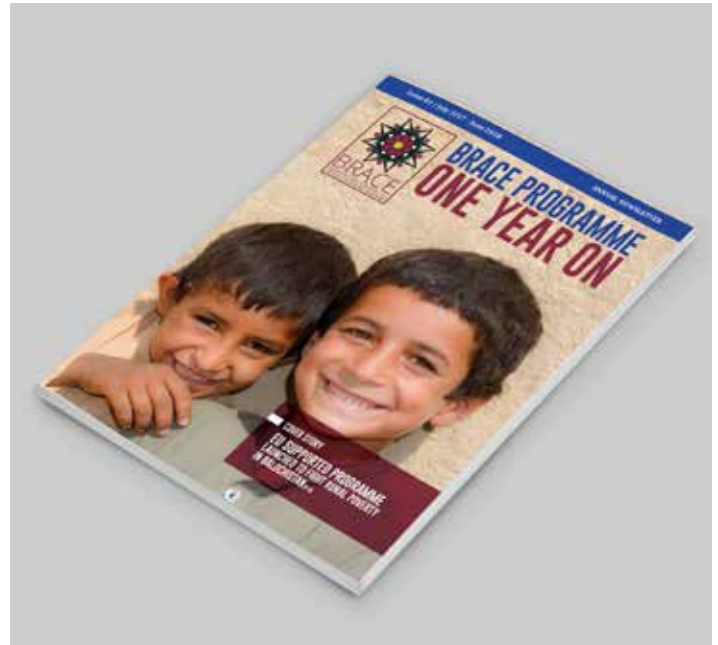
More than 10 journalists of different newspapers and the news reporters of PTV Bolan and WUSH TV attended the ceremony and covered the event. The news of CAT training along with pictures of certificate distribution ceremony were published by different local newspapers including Daily Jang, Daily Express, Daily Mushriq, 92 News, Daily Qudrat, Daily Azadi, Daily Awam and few others from Quetta. Similarly the state-run PTV Bolan and local private Balochi channel WUSH TV also telecasted the video report of BRACE Programme's event in their news bulletons.



Publications

Publications are the best part to communicate with our target audience. Hence a big portion of BRACE Programme involves into publishing various reports, research articles, newsletter, field visit reports, case studies and success stories. Therefore, RSPN and RSPs place a special focus on this part of advocacy and communication based component. Since inception of the Programme, RSPN team has published multiple number of publications to transcend and buzzword the outreach and impact of BRACE Programme's activities.

To begin with the publication of Programme's introductory flyer, it entails a number of publications decorated by RSPN on the shelf of BRACE Programme's gallery. Production of PIM and CAT manual are two of major publications produced by RSPN for the use of RSPs during this time period. Whereas, there have several other visibility and branding materials like banners, standees and certificates were also printed for trainings and workshops. These helped increase in sharing information of Programme as well as ensuring visibility and branding of BRACE Programme, according to EU's guidelines.



Online Articles

As world has become a global village in the age of digitalization. Now the information sharing across the globe is much easier than ever in the history of mankind. People and organizations communicate through online medium of communication.

Keeping in view the importance of online communication BRACE Programme team has actively utilised online platforms to ensure effective and wider flow of communication. A number of articles featuring field stories, case studies, interviews of beneficiaries and role of BRACE Programme in community driven development have been published on different electronic platforms of newspa-

pers and academics sites.

The articles written by M&E Officer have been published on the website of London School of Economics and Express Tribune. Similarly, they were also blogged on the page of eminent English Newspaper Daily Express Tribune.

The articles can be read on following link as under:

www.rspn.org/index.php/current-projects/eu-rspn-balochistan-rural-development-and-community-empowerment-programme-brace/

Development of Communication and Visibility (C&V) Plan

Communication and Visibility Plan is a guiding document to ensure the Communication of BRACE Programme at various internal and external levels. One of the key roles of RSPN under BRACE Programme was to design a comprehensive C&V plan for Programme RSPs. Taking it as paramount activity, RSPN team invested great deal of time and efforts and energies to develop a comprehensive Communication and Visibility Document for BRACE Programme.

The developed document entails detailed description Communications objectives, Communications based analysis,

target audience, level of communication, Communication Tools, Visibility and Branding Guidelines, nature of Communication based Activities and Work Plan for execution of designed activities that are linked with BRACE Programme's objectives. It was shared with RSPs for having their feedback. After incorporating their comments and feedback, the document was further shared with HD. They reviewed it and gave a generic but productive feedback, which was appreciated by RSPN. The C&V plan has been revised on the basis of the feedback and has been shared with EU for review and approval.

Designing and Production of Visibility and Branding Items



In compliance to activities planned under C&V Plan, RSPN and RSPs designed different visibility and branding items of BRACE Programme. During the reporting period RSPN designed and printed branding materials as giveaways including Mugs, Pen, Wall Clocks, P-Caps, Paper Bags and Folders.

These visibility and branding items will help increase promotion and visibility of BRACE Programme among stake holders and masses.

The designed items containing logos of Programme along with EU and Government of Balochistan will result in improving branding of the Programme.

BRACE Programme

Technical Assistance Component

Progress Update

1. January – June 2018

Progress By Results

The BRACE Programme Technical Assistance Component has the following five Results specified for the TA component:

1. Result 1: A dedicated policy framework to deliver economic, environmental, and social outcomes in a process involving the local governments/authorities and communities, and its institutional arrangements for community-led local development and participation in local governance processes for effective service delivery in partnership with local governments/authorities is developed and operationalised.
2. Result 2: Improved capacities of the local governments/authorities to become “developmental”, mobilise their resources to reach out communities, and systematically involve them in planning, co-resourcing and managing local development activities.
3. Result 3: The Balochistan Rural Development Academy has

acquired the necessary capacity to deliver a comprehensive capacity-building programme on community-driven development and local governance;

4. Result 4: Technical and institutional capacities of implementing partners strengthened to effectively support the Government of Balochistan in its objective of improving public service delivery.
5. Result 5: Cross-cutting/managerial tasks are implemented in support of the project objectives and expected results.

2.1 Progress by Result Areas

Result 1: A dedicated policy framework for community-led local development

The establishment of the Strategic and Policy Dialogue Committee (SPDC) was the primary focus of the efforts in this result area. Meetings were held with the Secretaries of the Planning and Development (P&D), and the Local Government and Rural Development (LG&RD) Departments to discuss the intended role of the SPDC. The SPDC was discussed with the Additional Chief



Secretary Development and the TOR were finalized by the GoB. The SPDC has been established and a first meeting held.

A concept note on the Strategic Development Partners Forum was discussed with the Chief of Foreign Aid section, PD&D. The Department requested for inclusion of the role of PD&D into the note. A revised Concept Note incorporating the PD&D suggestions was sent to the Chief of Foreign Aid. The concept note is under review and approved by the Government of Balochistan Planning and Development Department.

Result 2: Improved capacities of the local governments/authorities

Initial meetings were held with the programme stakeholders and work begun on the preliminary capacity needs assessment. The TA discussed several times with the GoB and the Programme partners the establishment of the Joint District Development Committees.

Result 3: Institutional and capacity development of the Balochistan Rural Development Academy

Specific visits to the BRDA were conducted during the period to assess its institutional capacity. Preliminary results show that while there is definitely untapped potential there institutional and legislative efforts are needed for the Academy to be able to perform its intended role in the programme and in the overall administration capacity building efforts in the province of Balochistan.

Result 4: Strengthening of the Technical and institutional capacities of implementing partners

In this result area the efforts were focused on providing assistance to the implementing partners. The Logframe matrix of the Programme and the partner's LFMs were analysed and updated ones proposed. Work on determining the baselines of these LFMs was also initiated along with the Programme partner NGOs. The TA team is also reviewing the reports and proposals of the Programme partners to help improve quality and consistency.

Result 5: Cross-cutting/managerial tasks are implemented in support of the project objectives and expected result

After discussions with the Programme Stakeholders a BRACE Programme Coordinating Committee was formed with the TA developing its ToR and meetings of this Committee held in Quetta in January and March.

The Gender Mainstreaming Assignment was completed during the quarter with the results to be reported to the EUD in April.

Discussions were initiated with the government and the implementing partners regarding the programme website.

January 2018 Key Activities

- Meetings with OPM (the PFM component contractor) were held on January 10, 2018
- First BRACE Programme implementing partners workshop was held in Islamabad on January 15, 2018

- A second Workshop on BRACE Programme's Concepts and Development of common understanding was held in Quetta on January 22, 2018
- Meetings with relevant GoB counterparts were held in Quetta on January 23, 2018

February 2018 Key Activities

- Replacement candidates for Team Leader positions sent to EUD
- Visit to BRDA and discussion with senior management there – February 15, 2018
- Meetings with relevant GoB counterparts were held in Quetta on February 14, 2018
- Reviewing RSP documents
- Discussion regarding the project website held with the Programme NGO partners
- Meeting with Quetta based implementing partners of EU projects

March 2018 Key Activities

- Gender mainstreaming assignment output finalized
- Establishing Quetta BRACE Programme TA office
- Planning for EUD Implementing Partners Synergies Workshop.
- Reviewing RSP documents
- Meeting with OPM held on March 12, 2018 in Islamabad
- BRACE Programme Coordinating Committee meeting held on March 20, 2018 in Quetta
- Meetings with relevant GoB and BRSP counterparts were held in Quetta on March 21 - 23, 2018.

April 2018 Key Activities

- The BRACE Programme Technical Assistance Team, Rural Support Programme Network (RSPN) and Balochistan Rural Support Programme (BRSP) organised a two-days consultative Balochistan Synergies Workshop on April, 18 - 19 2018 in Quetta, Balochistan.
- The EU conducted a 3-day Log Frame Workshop to assist the Delegation of the European Union to Pakistan in developing an overarching log frame in support of policy dialogue

May 2018 Key Activities

- Further establishment of the Quetta office and introduction of Quetta staff to the Government of Balochistan.
- Discussions on the intention to hold a BRACE Programme Communication and Visibility Workshop. The workshop is intended to ensure that all communication on the BRACE Programme is consistent with the European Union and Government of Balochistan values and political priorities and with other related communication activities and events.

June 2018 Key Activities

- Visits by HD TA Project Director and discussions regarding work progress and logistics.
- Planning for first Operational Steering committee meeting.

Lessons from the year one of the Balochistan Rural & Community Empowerment (BRACE) Programme



Year one offered valuable lessons learned for Programme implementation on ground, engagement of the stakeholders and for contributions in attaining the overall objectives of the Programme. Engagement of the Programme stakeholders, especially Government Department and regular coordination with them is critical in attaining the Programmes Objectives.

It has been learnt that active engagement of local authorities right from the onset of the Programme not only ensures ownership by the stakeholders but also increases their support at every level.

First year of the Programme provided a great opportunity to further strengthen these relationships with Government's relevant ministries, line departments and other stakeholders by establishing stakeholders' forums, including Strategy and Policy Dialogue Committee (SPDC) and Research Advisory Committee (RAC).

The SPDC and RAC offer excellent platform to discuss policy implications, support advocacy efforts, solicit technical advice, oversee the Programme implementation, review Programme approaches and strategies, and provide overall technical guidance for the research component of the Programme.

Provincial launch of the Programme led by the Local Government and Rural Development Department (LG&RDD), Government of Balochistan (GoB) in collaboration with BRSP, NRSP and RSPN, attended by Federal and Provincial Ministers, Senators, Members of National and Provincial Assemblies, the EU Ambassador to Pakistan, senior level representation from the Provincial Government Departments, academia, UN Agencies, other civil society representatives, media representatives and Local Support Organisation representatives not only shows the highest level of ownership of the Programme but also shows a strong commitment by the GoB for community led bottom up approach for the socioeconomic development of the people of Balochistan.

Similarly, the BRACE Programme was presented to key stakeholders of rural development from administrative, political and socioeconomic pillars at district level by organising district level Programme launch ceremonies in which stakeholders views were sought and incorporated in the Programme and shared understanding about the Programme was developed. The regional cooperation visit to the republic of Tajikistan, attended by high level officials from the Government of Balochistan and members of BRACE Programme team from the implementing organisations, provided the stakeholders with an opportunity for cross-learning, experience sharing and replication of the learning in the province. Balochistan Synergies workshop organised by the TA helped all EU funded Programmes in Balochistan share their interventions, lessons learned and areas for possible synergies.

The coordinated approach adopted by the Programme and active engagement of the stakeholder at every level made the stakehold-

ers, especially the GoB extremely supportive right from the onset of the Programme evident by their active participation in Programme events.

Since one of the Programme's strategic activities is to mainstream cross-cutting themes in the Programme, it is critical to establish a mechanism to incorporate inputs from vertical Programmes (Nutrition, HIV/AIDS, Malaria, Hepatitis, Tuberculosis, Maternal, Newborn and Child Health Programme, etc.) being run by GoB and GoP and other ministries and line departments including livestock, labor and manpower department, agriculture etc. on a regular basis.

During the year one, this exercise has been initiated and feedback of Balochistan Nutrition cell and HIV and AIDS Programme has been incorporated in Community Awareness Toolkit (CAT).

First year of the BRACE Programme also provided an opportunity for developing and refining Programme implementation strategies with stakeholders and partners, and provided a strong base for the implementation of these activities.

Implementing partners' workshops facilitated by the TA has been helpful in developing common understanding of the Programme and clarity of role that each partner has in the Programme.

The development of the training manuals and organization of training workshop for the Programme partners and staff from relevant government departments in the areas of Programme implementation strategies, monitoring and evaluation, socioeconomic baseline approaches, community awareness toolkit, gender, anti-sexual harassment laws in Pakistan, quality assurance and control tools and plan resulted in enhanced capacity of the staff and their confidence in rolling out the trainings at district and community levels.

Although in initial stage, the development and use of a web-based real time reporting MIS and the dashboard is helpful in monitoring and in timely and accurate information for decision making not only for the Programme staff but also for the stakeholders, especially relevant government departments.


Poverty Scorecard survey has been helpful in identifying the poor households in the target communities and will help develop relevant interventions to target the poverty.

RSPs resource groups, including Gender Resource Group, M&E Resource Group and Communication Resource Group, support has been critical during first year of the Programme. Review and inputs of these groups in training manuals, reports, publications, especially PIM, M&E framework, CAT, research framework, communication and visibility plan and gender analysis report were really helpful.

Field visits by the Programme team members to target communities have been helpful in understanding the context of the target areas and in interaction with communities.

Challenges and **Way Forward**





Despite significant progress, the Programme also faced numerous challenges during year one. These challenges include;

District Loralai has been divided into two districts by Government of Balochistan in district Duki and district Loralai. Now the total number of BRACE Programme districts are nine. Addition of the district will have financial implication as well as there is dearth of data for developing profile for the district. RSPN and BRSP are in the process of mobilising the additional resources to address this challenge.

- The outcomes of the Balochistan Synergies Workshop held in April at Quetta identified considerable areas for synergies development among EU funded Programmes in Balochistan. In order to maximize the benefits of these synergies, there is a dire need for developing a concrete plan for addressing these synergies.
- PSC survey revealed that the number of households that falls under (0-18) PSC scored are more than estimated during the design of the Programme. These households will be supported by IGGs and CIF. Similarly, the number of poor lies between 19 to 23 poverty score band are more than estimated numbers. Poor in this category will be provided with employable skills. The increased number of poor will have resource implications for implementing partners. RSPN and BRSP are in the process of mobilising the additional resources.
- On ground implementation of the Programme revealed that the number of CRPs planned at the design stage of the Programme are less than actual number of CRPs required. It is also challenging to find CRPs, especially women CRPs that is educated as per the criteria prescribed in the PIM.
- BRACE Programme is designed for the rural areas of the target districts. In district Kech, there are some towns which are as remote as the rural areas and some of the rural population of same district has also migrated to these towns. District level stakeholders asked for inclusion of these towns in the Programme areas.
- All Banks in three Tehsils of Kech have been closed. Banks are available only in Turbat City. LSOs face bank issues for CIF Program. Moreover, Bank account opening remains a big challenge for LSOs. joint account opening could be one of the solution to expedite sub granting.
- Due to law and order situation in some pockets in Kech and Washuk, PSC Survey hasn't been conducted. The Programme team is working on alternative strategies for the administration of PSC in these areas.
- Due to internet connectivity issues in some parts of the target districts, it is challenging to report data in real time. In order to address this issue, the team members synchronize the data when they reach an area with strong internet connectivity.

Key Performance Indicators

Year 1 (KPIs)

Table 1: Poverty Scorecard Survey Coverage

RSP Name	District Name	Number of Tehsils/Talukas	Number of UCS	Number of Settlements	Number of Households	Total Population	% of HHS with Poverty Score (0 - 23)
NRSP	Kech	4	38	368	40,172	189,974	40
	Total	4	38	368	40,172	189,974	40
BRSP	Pishin	5	53	448	64,562	365,451	51
	Zhob	2	24	250	20,630	112,662	56
	Khuzdar	7	40	1,448	71,057	358,438	61
	Washuk	5	10	331	13,613	75,304	68
	Loralai	2	36	616	34,586	202,046	58
	Jhal Magsi	2	12	111	16,860	86,337	58
	Killa-Abdullah	4	36	354	50,996	345,784	67
	Total	27	211	3,558	272,304	1,546,022	59
	Grad-Total	31	249	3,926	312,476	1,735,996	57

Table 2: Number of Community Organisations formed - Year 1

RSP Name	District Name	Targets	Achievements	Achievements %
NRSP	Kech	480	51	11%
	Total	480	51	11%
BRSP	Pishin	1,319	193	15%
	Zhob	510	148	29%
	Khuzdar	1,049	166	16%
	Washuk	385	107	28%
	Loralai	640	87	14%
	Jhal Magsi	344	20	6%
	Killa-Abdullah	905	205	23%
	Total	5,152	926	18%
	Grad-Total	5,632	977	17%

Table 3: Number of Village Organisations formed - Year 1

RSP Name	District Name	Targets	Achievements	Achievements %
NRSP	Kech	66	0	0%
	Total	66	0	0%
BRSP	Pishin	224	20	9%
	Zhob	86	25	29%
	Khuzdar	182	33	18%
	Washuk	66	4	6%
	Loralai	106	22	21%
	Jhal Magsi	59	3	5%
	Killa-Abdullah	152	14	9%
	Total	875	121	14%
	Grad-Total	941	121	13%

Table 4: Number of team members participated in Orientation Training Workshops (OTW) – Year 1

RSP Name	Targets	Achievements	Achievements %
NRSP	27	28	104%
BRSP	121	112	93%
Total	148	140	95%

Table 5: Number of team members participated in training on Community Awareness Toolkit (CAT) – Year 1

RSP Name	Targets	Achievements	Achievements %
NRSP	36	30	83%
BRSP	102	23	23%
Total	138	53	38%

Table 6: Social Mobilisation Outreach – Year 1

RSP Name	District Name	No. of Households Organised (Targets)	No. of Households Organised (Achieved)
NRSP	Kech	8,638	2,281
	Total	8,638	2,281
BRSP	Pishin	19,785	2,876
	Zhob	7,650	2,361
	Khuzdar	157,350	2,691
	Washuk	5,775	1,762
	Loralai	9,600	1,280
	Jhal Magsi	5,160	270
	Killa-Abdullah	13,575	2,870
	Total	218,895	14,110
	Grad-Total	227,533	16,391

A Year in Frames



Balochistan Rural Development and Community Empowerment (BRACE) Programme is supported by the European Union (EU) and implemented in close collaboration with the Local Government and Rural Development (LG&RD) Department of the Government of Balochistan (GoB). The Grant component of this five year (2017-2022) Programme is implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP) and Balochistan Rural Support Programme (BRSP) in nine districts of Balochistan, namely Jhal Magsi, Kech, Khuzdar, Killa Abdullah, Loralai, Pi shin, Duki, Washuk and Zhob. The Programme is technically supported by Human Dynamics (HD), an Austrian company that will support GoB in fostering an enabling environment for strengthening the capacities of local authorities to manage and involve communities in the statutory local public sector planning, financing and implementation processes.

The overall objective of BRACE Programme is to support the Government of Balochistan in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and to turn this into opportunities to build and empower resilient communities participating actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities. Under the BRACE Programme, 1.9 million Pakistani citizens of 300,000 poor rural households in 249 union councils (UCs) will be mobilised and organised into a network of people's own institutions i.e. 19,129 Community Organisations; 3,103 Village Organisations; 249 Local Support Organisations (LSOs) and 31 LSO Networks at tehsil level and nine LSO Networks at district level. Once organised, the communities will have greater access to local authorities and line departments as a collective unit, giving them a stronger voice, to have their demands heard. The Community Institutions will then prepare their own development plans in consultation with local authorities and these communities will be made financially viable through provision of community investment fund to 23,550 poor households to start/boost up their businesses for income generation. Approximately 14,000 community members, especially women, will be provided technical and vocational education training and literacy and numeracy skills to increase economic opportunities and employability. The communities will be facilitated to build and manage 363 community level physical infrastructure schemes and more than 10,000 poorest member households will be provided with income generating grants and micro health insurance to safeguard them against health and economic shocks.

By the end of the Programme, it is expected that at least 25% of the poor household will see an improvement in their incomes; at least 40% of the households will graduate from the lowest to upper poverty score card band levels; at least 50% of the households of the targeted areas will report improved access to basic social services and at least 50% of members of community institutions and beneficiaries of socio-economic interventions are women. Moreover, by 2018 a policy framework for community-led development will be developed and adapted by GoB and public finance management reform process will be initiated in the province.



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