

# The European Union DCI Programme for Pakistan

## Balochistan Rural Development and Community Empowerment (BRACE) Programme

# BRACE COMMUNICATIONS & VISIBILITY STRATEGY AND BRACE C&V 2019 ACTION PLAN

The BRACE Programme C&V Strategy and the BRACE C&V 2019 Action Plan were prepared by the BRACE Implementing Partners, facilitated by the BRACE TA Project, with support from the EU Cooperation in Pakistan C&V Project, implemented by PARTICIP Consultants

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The project is financed by the European Union



The project is implemented by a Consortium led by Hulla & Co. Human Dynamics KG

## PROJECT SYNOPSIS

**Project Title:** Balochistan Rural Development and Community Empowerment Programme (BRACE)  
BRACE Technical Assistance (TA) Project

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**Country:** Pakistan

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**Community  
& Visibility (C&V)  
Strategy  
and  
BRACE 2019  
C&V Action Plan**

# **How to Use the BRACE C&V Guidelines**

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## Acronyms

ADP	Annual Development Plan
BCDP	Balochistan Community Development Programme
BCDS	Balochistan Comprehensive Development Strategy
BLGA	Balochistan Local Government Act
BRDA	Balochistan Rural Development Academy
BRACE	Balochistan Rural Development and Community Empowerment Programme
BRDCEP	Balochistan Rural Development and Community Empowerment Programme
BRSP	Balochistan Rural Support Programme
BS	Budget Support
CBO	Community Based Organisation
CD/CE	Community Development/Community Empowerment
CDLD	Community-Driven Local Development (KPK Project)
CLLD	Community-Led Local Development
CMPRU	Chief Minister's Policy Reform Unit
CPEC	China Pakistan Economic Corridor
DCI	Development Cooperation Instrument
DDP	District Development Plan
DDS	District Development Strategy
DGCD	District Governance and Community development
DOA	Description of Activities
ER	Expected Result (area which specifies the Activities and Outputs of the Project)
EUD	Delegation of the European union to the Islamic Republic of Pakistan
EU	European Union
FD	Finance Department
FY	Fiscal Year
GOB	Government of Balochistan
GOP	Government of Pakistan
HD	Human Dynamics
HDI	Human Development Index
IP	Implementing Partners
IT	Information Technology
JDC	Joint Development Committee
JNKE	Junior Non-Key Expert
KE	Key Expert
KP	Khyber Pakhtunkhwa
LF - LFM	Logical Framework (Matrix)
LG	Local Government – Local Governance
LGRDD	Local Government and Rural Development Department
LGA	Local Government Act
LSO	Local Support Organisation
LT	Long Term
M&E	Monitoring and Evaluation
MIP	Multi-Annual Indicative Programme
MIS/GIS	Management Information System/Geographic Information System
MNKE	Medium Non-Key Expert
MPI	Multidimensional Poverty Index

NFC	National Finance Commission
NGO	Non-Governmental Organisation
NKE	Non Key Expert
NRSP	National Rural Support Programme
OO	Overall Objective (of a LF)
OPM	Oxford Policy Management
P&DD	Planning and Development Department
PEACE	Programme for Economic Advancement and Community Empowerment
PEFA	Public Expenditure Framework Assessment
PFM-SSP	Public Financial Management- Support Programme for Pakistan
PSDP	Public Sector Development Programme
PKR	Pakistani Rupee
RSP	Rural Support Programme
RSPN	Rural Support Programme Network
SDG	Sustainable Development Goal
SP	Specific Objective (of a LF)
SPDC	Strategy and Policy Dialogue Committee
SM	Social Mobilization
SNKE	Senior Non-Key Expert
ST	Short Term
SUCCESS	Sindh Union Council and Community Strengthening Support
SWAP	Sector Wide Approach
TA	Technical Assistance
TOT	Training of Trainers
TMA	Town Municipal Administration
TOR	Terms of Reference
TP	Technical Proposal
UC	Union Council
UCDP	Union Council Development Plan
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
VC	Village Council
VDP	Village Development Plan
VO	Village Organisation
WBS	Work Breakdown Structure
WG	Working Group



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**Balochistan Rural Development and Community Empowerment Programme (BRACE)**

**BRACE Programme C&V Strategy and C&V 2019 Action Plan**





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Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy and C&V 2019 Action Plan



# How to Use BRACE C&V Guidelines

The BRACE Programme is implemented by

IMPLEMENTATION PARTNERS FOR BRDCEP GRANT COMPONENT





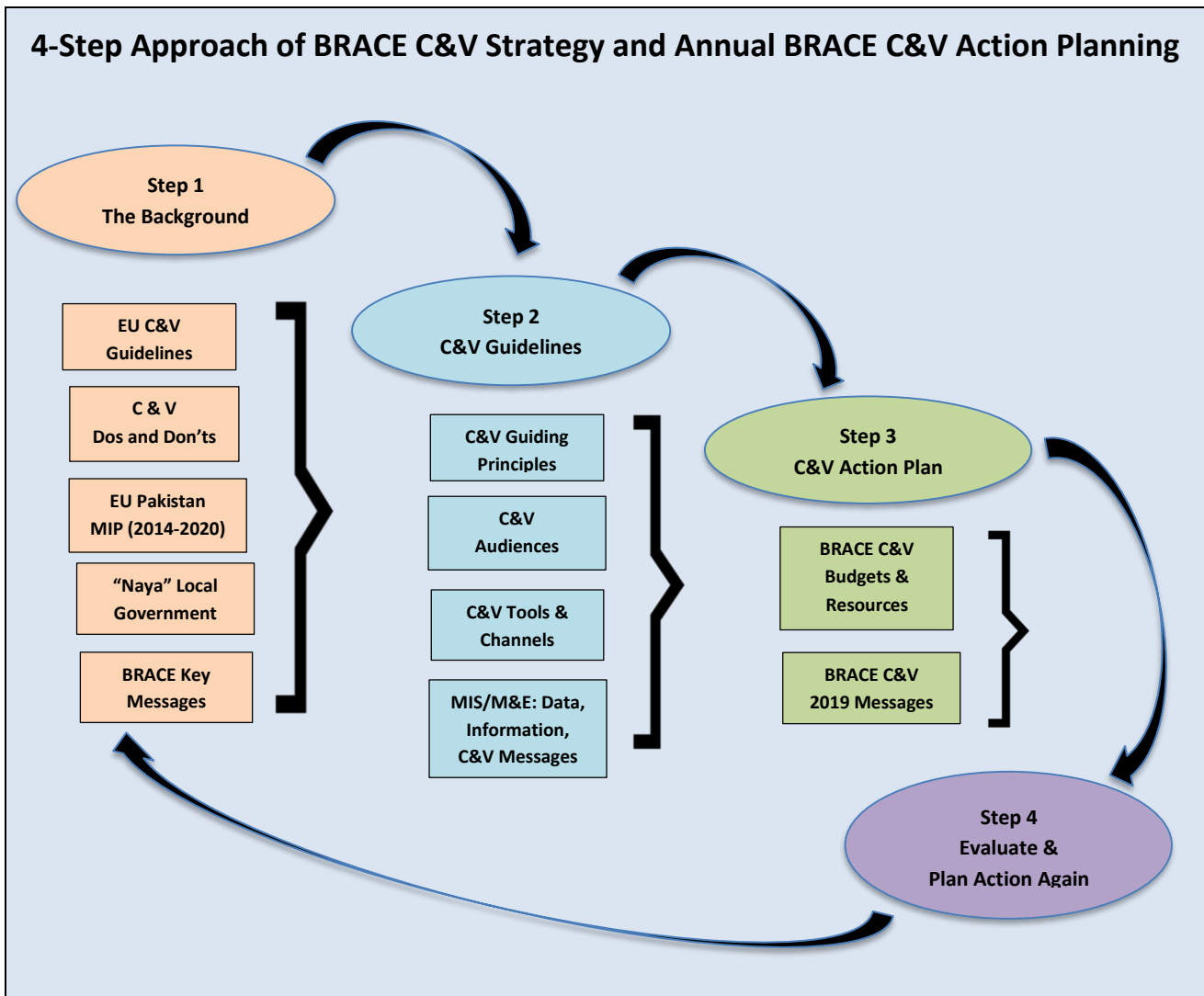
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## How to Use the BRACE Programme C&V Guidelines

The EU-funded Balochistan Rural Development and Community Empowerment (BRACE) Programme Communication and Visibility (C&V) Strategy document presents the Guidelines to identify the portfolio of BRACE C&V Messages. The BRACE C&V Strategy is a four-step approach, that is captured in the diagram below:

- **Step 1 “The Background”**, presents Historical, Institutional and other Context factors that determine and shape possible BRACE Programme C&V Messages
- **Step 2 “The C&V Guidelines”**, clarifies specific C&V Guiding Principles, and C&V Technical Considerations, that are to be observed when designing and delivering effective & relevant BRACE Programme C&V Messages
- **Step 3 “The C&V Messages Action Plan”**, consolidates the Step 1 Background with the Step 2 C&V Guidelines. Starting from the available BRACE C&V Budgets and other Resources, the BRACE Implementing Partners (IPs), in consultation with the GoB and EUD, can then identify the 2019 Annual Action Plan of BRACE C&V Messages
- **Step 4 “Evaluate and Plan Annual Action Again”**. This Step introduces the “loop”, as the Background Context may change and lessons will be learnt. Step 4 therefore stipulates that the Annual portfolio of effective and relevant BRACE C&V Messages is updated by quickly taking Steps 1,2 and 3 again and identify the updated new annual portfolio of effective and relevant BRACE C&V Messages.



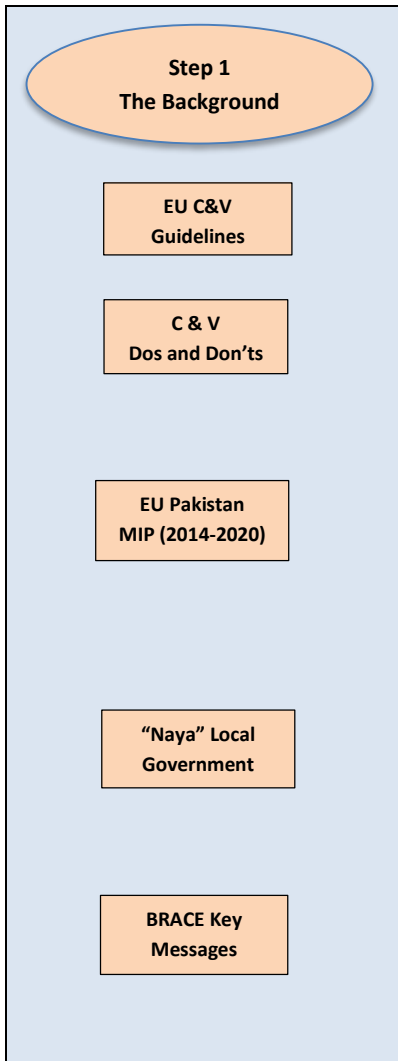




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**More detailed information on each step is presented in the Annexes. This BRACE C&V Strategy and the Annexes are a “live” document and will be updated annually.**



**Certain Historical, Institutional, Political, and other Context Background factors shape the possible BRACE C&V Messages. This Background is presented and are to be “kept in mind” when designing the BRACE Programme C&V Messages.**

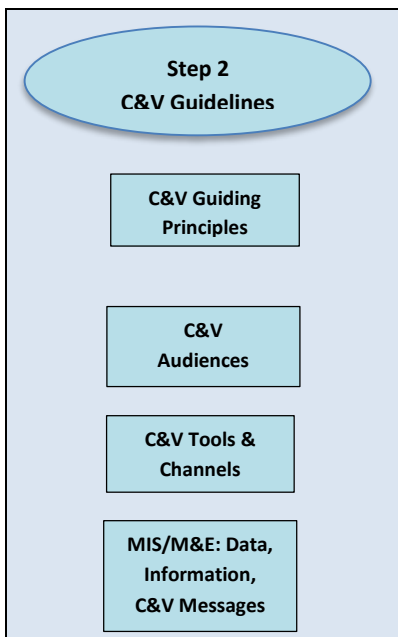
Firstly, any C&V Message of an EU Project or Programme is to be guided by a set of clear instructions from EU Brussels. These instructions are captured in the **EU Communication and Visibility Guidelines (2018)**. A summary is presented in the main document and the full EU C&V Guidelines (2018) are presented as an Annex.

There are **generally accepted “Dos and don’ts”** that guide transparent and effective communication. and these are presented in this section, and are to be taken into account when designing the BRACE C&V Messages

The EU BRACE Programme is implemented in Pakistan, and in Balochistan. **The EU-Pakistan Multi-Annual Indicative Programme (MIP) 2014 – 2002**, clarifies the linkages between the EU Development Cooperation, the political, the trade measures and the security issues. The MIP provides a platform for coordination of all financial and technical cooperation, and the BRACE Programme and its C&V Messages should therefore be fully aligned with the MIP, in particular the MIP specific Objectives and Expected Results of the prioritized MIP sectors of “Rural Development” (Sector 1) and the “Good Governance” (Sector 3), and these are highlighted in this document.

The newly elected Government (August 2018) promotes under **“Naya Pakistan”** reforms in Local Governance that aim to further empower the Local Government tiers, envisioning the distribution and devolution of power, authority and responsibility down to the Village level. The BRACE Programme is to align its reforms and C&V Messages for Local Governance in Balochistan to the NAYA Pakistan reforms

The EU-Funded BRACE Programme has ToR/DoA that prescribe the expected outputs and outcomes for each of the BRACE Implementing Partners. The PFM Component started in 2014. The three Rural Support Programmes (RSP) and the BRACE TA started in 2017. In August 2018 a BRACE C&V Workshop was held to identify the **key-messages that should accompany the deliverables by the BRACE Programme IPs**. These key-Messages should be worked out in a specific (2019) C&V Action Plan



**Specific C&V Guiding Principles and C&V Technical Considerations that are to be observed when designing effective and relevant BRACE C&V Messages.**

**The C&V Guiding Principles** provide clarity on the main reason or purpose of a C&V Message. We identify five communication purposes, or C&V Guiding Principles: (1) to Inform, (2) to Empower, (3) to Mobilize, (4) to be held Accountable, and (5) to Innovate. An effective C&V Message must be clear on its main purpose. Each purpose has its own set of audiences, style and type of communication Tools and Channels that are to be used. A Message can be a combination of two or more purposes

This section presents a structured **inventory list of possible Audiences**. This list is to be used to select the right target audience for a specific purpose and message.

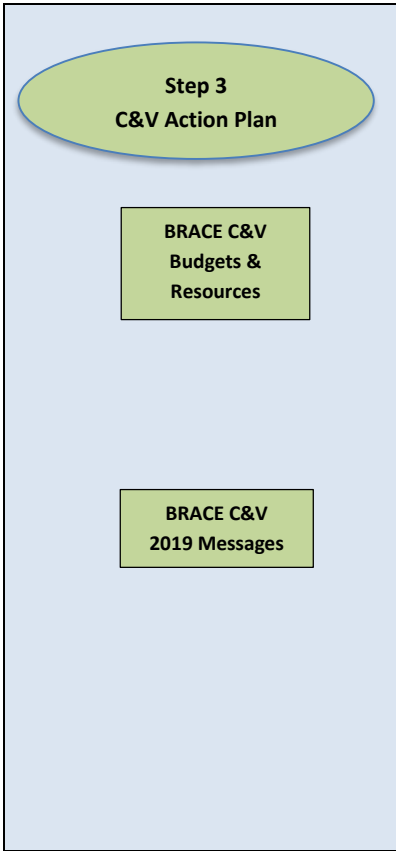
This section presents a structured **inventory list of possible Tools and Channels** that can be used. This list is to be used to select the right Tool and Channel which are best suited for a specific purpose, audience and message

This section explains that BRACE C&V Messages are **based on the BRACE M&E system**. The C&V Messages are the “tip of the iceberg” . To ensure that a Message is reliable, there should be a clear link that explains how M&E Data was converted to information. and then how Information was used in the C&V Message



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



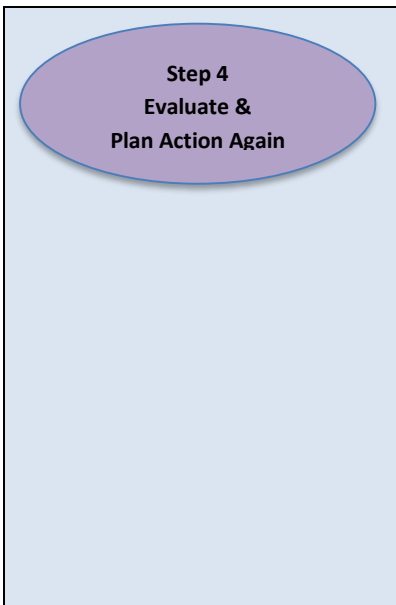
**Step 3 C&V Action Planning consolidates the Step 1 Background with the Step 2 C&V Guidelines. Starting from the available BRACE C&V Budgets and other Resources, the BRACE Implementing Partners (IPs), in consultation with the GoB and EUD, can identify the 2019 Annual Action Plan of BRACE C&V Messages**

Before identifying the possible Annual portfolio of BRACE C&V Messages, that are to be designed and delivered, it is imperative to get clarity **on the Budget and other Resources that are available for BRACE C&V activities and outputs**. Each BRACE IP has its own C&V Budget. For C&V Messages that are designed or disseminated by several IPs, or messages that are targeted at the same audiences, there is a need to coordinate the use of the C&V Budgets of the respective BRACE IPs. This section explains the procedure to coordinate the C&V Budgets and Resources, to arrive at a coordinated BRACE Programme 2019 C&V Action Plan.

This section provides the template and a procedure to consolidate Step 1 and Step 2, to arrive at the 2019 portfolio of BRACE C&V Messages. This procedure started with the consultative and participatory BRACE C&V Workshop (August 2018), in which all IPs participated. A draft C&V Strategy and an initial set of BRACE Key-messages were identified. **Using this BRACE C&V 3-Step Approach of the C&V Strategy Document, we identified a preliminary portfolio of 2019 C&V Activities and Messages.**

The preliminary 2019 Portfolio of BRACE C&V Messages is to be discussed with all BRACE IPs, the EUD and the GoB, and adapted where required, and then **to be adopted as the finalized 2019 C&V Action Plan**. The C&V Action Plan for 2019 is to add communication to the activities and outputs of the BRACE Programme, thereby supporting the successful implementation of the BRACE Programme.

The 2019 C&V Action Plan should indicate how the **C&V Messages are prioritised**.



**Evaluate and Plan C&V Actions Again. This Step introduces the “loop”, as the Background and Context may change and lessons will be learnt. Step 4 therefore stipulates that the Annual portfolio of C&V Messages is updated by quickly taking Steps 1, 2 and 3 again and then to identify the updated new annual portfolio of effective and relevant BRACE C&V Messages**

The **C&V Action Plan a living document and its implementation will be monitored** during the BRACE Programme program planning, and implementation, all the while adjusting itself to the changing context and/or needs of the BRACE programme, through annual reviews and updates of the Annual C&V Action Plan

One of the purposes of the C&V Action Plan is to mobilise community-based organisations, and to better inform citizens about the policy objectives, and to develop a coordinated approach for collective action. To validate of this purpose is achieved, it is imperative that C&V Messages are assessed through **consultations and feedback from the GoB and the Communities, on the effectiveness and relevance of the BRACE C&V Messages, as the message on BRACE Socio-Economic Development, can only be as good as the actual Socio-Economic Development of the BRACE Programme itself.**





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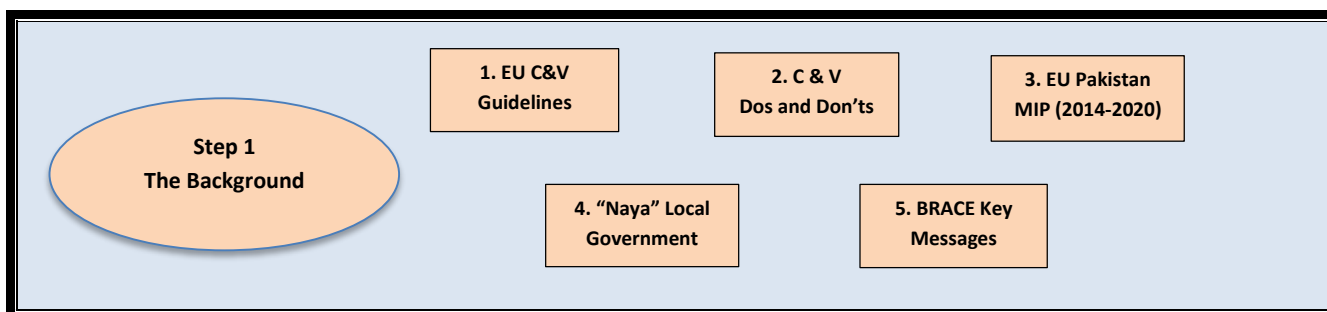
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## Step 1 The Background



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**Certain Historical, Institutional, Political and other Context Background factors determine and shape the possible BRACE C&V Messages. This Background is presented and are to be “kept in mind” when designing the BRACE Programme C&V Messages**

## 1. The EU Communication & Visibility Guidelines (2018)



Any C&V Message of an EU Project or Programme is guided by a **set of clear instructions from EU Brussels**. These instructions are captured in the EU Communication and Visibility Guidelines (2018). A summary is presented below and the full EU C&V Guidelines (2018) are presented as an Annex. The complete guidelines are available at [https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018_en.pdf).

**The general purpose** of the EU Communication and Visibility Requirements is to ensure that any communication on EU-funded external actions is consistent with the Union's values and political priorities and with other EU-related communication activities and events. **Specifically, they are designed** to ensure that external actions that are wholly or partially financed by the EU include information and communication measures designed to inform specific or general target audiences about the reasons for the action, the EU's support for the country or region concerned, and the outcomes and impact of that support.

**The following main points from the EU Guidelines, are to guide the design of the BRACE C&V Messages:**



Effective communication concerning European Union (EU) funds operations **helps raise awareness** of the external policies and actions of the Union in its role as a global player, **and provides accountability and transparency** on the use of EU funds to taxpayers and the citizens of partner countries.



All communication and visibility (C&V) measures and products must be **based on a communication and visibility plan**, built on sound analysis, proper sequencing and an appropriate budget. The plan should include clear communication objectives, well defined target audiences, key messages, context-appropriate communication channels, indicators for monitoring and evaluation along with C&V focal points. The plan must use accurate and factual information, be people centred and should be centred with a story telling approach, be sensitive to the local context, customs and practices without compromising EU's fundamental values and principles. Use local languages wherever possible, appropriate to the channels used and audiences targeted.



For Branding, only **the EU emblem** should be used to acknowledge and advertise the Union's financial support for an external action. The emblem should be prominently displayed on all materials, products, online and at venues. No other visual brands may be used for this purpose. Immediately below or beside the EU emblem. **The financial contribution** must be acknowledged with the words 'Funded (or 'Co-funded', as appropriate) by the European Union' (spelling out the words 'European Union' in full). If required, **implementing partners may create dedicated logos** or other visual marks in addition to the EU logo. All partners should follow the EU Communication and Visibility Guidelines (2018) [Annexed]. When actions continue after completion of the EU-financed phase, the EU emblem may not be included in any new communication activities accompanying the action once six months have passed after completion of the EU-financed phase. The only exceptions are commemorative plaques and display panels



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



It is important that **written consent** is sought from people who are being photographed and filmed. Additionally, **all disclaimers** as defined in the Guideline must be included, along with copyright ownership.



Partners must ensure that their contractual reporting contains a detailed account of the implementation of **the action's communication and visibility plan**, evaluating the outcomes and reach of the communication measures carried out in support of the action and illustrating their evaluation as appropriate using press cuttings, photographs, samples, audio and video files, transcripts etc.



Information about EU-financed external actions is **disseminated through the official websites, web platforms and social media accounts of the Union**. At EU's request, implementing partners are required to provide appropriately formatted content and visuals for publication on relevant EU websites and social media accounts. Additionally, partners must include **information on their home websites and social media** accounts, which must prominently feature the EU emblem accompanied by text acknowledging the support of the Union, and include links to the relevant EU websites and social media accounts



**Social media channels**, must ensure that the information provided by such accounts is up to date, and that all featured links function correctly and must recognisably belong, and be directly traceable, to the actions supported, and must prominently feature the EU emblem accompanied by text acknowledging the support of the European Union, links to the relevant EU social media accounts and websites, and a disclaimer



Partners producing and disseminating **electronic newsletters, online articles and blog posts** to inform stakeholder audiences must comply with the criteria for appropriate communication and visibility. A **disclaimer** must clearly indicate that the newsletter, online article or blog post concerned does not necessarily reflect the view of the European Union.



When organising **high-profile visits by senior officials, political leaders and other public figures to the sites** of EU-financed actions, partners must work with the EU to organise appropriate coverage through press releases, media events, online coverage and photo opportunities. **Approval of text** for release should be sought prior to release from the EU. At the **press conference** itself, the EU flag must be displayed if other flags or emblems are being displayed. In principle groups of visiting journalists must be accompanied by EU representatives



**Videos and Audios** produced by EU-financed external actions must be approved by the EU before. They must feature the EU emblem at the beginning and/or end of the production, accompanied by the following text: 'This [audio/film/video/...] was produced with the financial support of the European Union.' Disclaimers must be included. A copy of all photographs produced in the context of EU-financed external actions must be made available to the European Union in the contractually specified format



Where **newsletters, leaflets, brochures and other printed materials** produced by a partner feature a definition of the European Union, the cover or front page must clearly identify the publication as being part of an EU-financed action. The lower banner of the front or back page must carry a disclaimer. Electronic versions should be the preferred versions.



**Display panels** must identify the key deliverables and project management structures of the EU-financed actions to which they refer. They must be clearly visible so that passers-by are able to read them and understand the nature of the action and the role of the EU as donor.



Implementing partners grant the Union a **royalty-free, non-exclusive and irrevocable licence to use all communication and visibility materials and products** ("results") developed in support of EU-financed external actions by the EU. Information about copyright ownership must be included in the communication and visibility results of EU- funded external actions, worded as follows: '© — year — name of copyright owner. All rights reserved. Licensed to the European Union under conditions



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## 2. C&V “Dos and Don’ts”



There are generally accepted “Dos and don’ts” that guide transparent and effective communication. The pointers presented below are to be taken into account when designing the BRACE C&V Messages, and apply especially to projects that aim at improved local level governance and community involvement and community empowerment.



### Dos

Do develop communication products that foster community involvement in decision making and execution of development initiatives

Do share knowledge and experience on local development at the lowest competent level to ensure subsidiarity and ownership of the initiatives

Do provide voice and inclusiveness to the local communities in designing, implementing, and overseeing their own development plans

Do document success factors and useful lessons

Do prioritise the audiences, messages and activities

Use simple easily understood language, especially in Urdu and where possible regional languages

Use the tool most suited for the audience & message

Do use TV and Radio for mass messages, Twitter for advocacy and news, Facebook for conversations and information sharing, website for information on the programme and its partners

Use Information, Education and Communication (IEC) EC material to mobilise and information sharing, and face to face communication for advocacy and mobilization

Share activities with everyone internally so that partners may align and participate

Be careful of cultural sensitivities

Do be sure to include and address all segments of society

Do use image heavy print material to facilitate those who may not be too literate

Do explain through examples

Do share the numbers achieved and share success stories to build positive equity for the programme



### Don'ts

Don't say that European Union is not an INGO, but rather say that it is a community of states whose support for Pakistan derives from a strong belief in tolerance, multi-culturalism and building opportunities and capacities for all

Don't lecture people in the messages but engage them

Don't forget to mention the EU and the Government of Balochistan

Don't use jargons, slangs, abusive or difficult language

Don't use all tools and channels for all activities

Don't use very small print that is not readable

Do not mix purposes, style, frequency and contents of different types of messages, e.g. brochure, newsletters, e-bulletins, factsheets, posters, videos and films

Do not develop long video clips when the Internet access of your target audience is poor or absent, in that case even two minutes is too long for sharing a video on low quality internet.

A newsletter should not cover a too long period or be too long, then it is no longer a newsletter

Realize that long publications are very rarely read, especially if the audiences are not identified/targeted properly

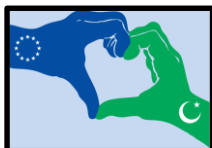




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### 3. The EU Pakistan Multi-Indicative Programme (MIP) 2014 – 2020



The EU BRACE Programme is implemented in Pakistan, and specifically in the Province of Balochistan. The **EU-Pakistan Multi-Annual Indicative Programme (MIP) 2014 – 2020**, (full document annexed) clarifies how the EU Development Cooperation Instruments for Pakistan are linked to political, and trade measures and security issues. The MIP 2014 – 2020 is the principal platform for coordination of all financial and technical cooperation and **the BRACE Programme C&V Messages should be aligned with the MIP objectives, and in particular with the Specific Objectives and Expected Results of the focal MIP sectors of “Rural Development” (Sector 1) and “Good Governance” (Sector 3), which are highlighted below.**



**The EU – Pakistan 5-Year Engagement Plan** was adopted in early 2012, and reinforces the EU’s commitment to a stable, democratic and pluralistic Pakistan that respects human rights and benefits from its full economic potential by supporting sustainable and inclusive development for all its citizens. Together with **the Strategic Dialogue** which was launched in June 2012, the Engagement Plan provides an overall political framework for the EU to enhance its involvement with Pakistan through a comprehensive approach that links political and trade measures with security issues and crisis and development cooperation instruments. The strategic EU-Pakistan partnership for peace and development sets out **clear priorities to invest in catalysing reforms** aiming at: i) peace building and stabilization; ii) enhancement of democracy and human rights; iii) building macroeconomic stability with high economic growth that will accelerate job creation and reduce poverty; iv) ensuring the effective delivery of basic public services such as education, health, water and sanitation and social protection, and v) support for regional integration



**The EU MIP 2014 – 2020 has three priority focal sectors; (1) Rural Development, (2) Education, and (3) Good Governance, Human Rights and Rule of Law. Focal sectors (1) and (3) and the respective Sector Specific Objectives and Expected Results** are very relevant to the EU Funded BRACE programme:

#### MIP Focal Sector (1) Rural Development: Specific Objectives & Expected Results

##### Specific Objectives:

- Reinforce performance of Local Government structures, through decentralisation, enhanced community participation in basic service delivery
- Improve rural livelihoods by creating employment opportunities, through facilitation of SME and renewable energy systems
- Augment nutritional status of women & children in rural areas

##### Expected Results

- More effective organizational and administrative capacity, incl. fiscal instruments at (sub-) District levels for basic services
- Area/community-based development approaches, aligned 18th Amendment to the Constitution seeking more devolved rural development approaches
- Increased investments in rural infrastructure, renewable energy, irrigation & water conservation, and disaster risk reduction
- Creating job-opportunities in rural areas
- Reduction of undernutrition and micro-nutrient deficiencies

Preferably implemented by a sector-based approach and sector BS

#### MIP Focal sector (3) Good Governance, Human Rights, Rule of Law: Specific Objectives & Expected Results

##### Specific Objectives:

- Reinforce functioning democratic institutions and electoral processes at federal, provincial and local levels, including fighting corruption and improving oversight of executive
- Decentralisation of public administration to provinces and districts through enhanced PFM and accountability on the delivery of public services
- Improves security for citizens and rule of law

##### Expected Results

- Consolidate role and authority of Parliamentary and representative bodies through credible elections
- Strengthened capacity of Civil Society, Social Partners and Social Dialogue, Media & other independent organizations
- An effective and transparent decentralised administration ensuring a better balance between demand for public investments and mobilisation of fiscal resources
- Improved performance in Law Enforcement and Public Confidence, with enhanced access to fair and effective judicial processes
- Adherence to core International Human Rights Standards



The EU MIP 2014 – 2020 aligns its collaboration with the Government of Khyber Pakhtunkhwa through the recently launched **Strategic Development Partnership Framework and EU will work in a similar fashion with Balochistan** and FATA once their frameworks are launched as well, especially in relation to the devolvement under the 18th Amendment, i.e. EU intends to **cooperate more at the provincial level.**



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## 4. Pakistan's "NAYA" Local Governance & Implications for Balochistan



The newly Government (August 2018) promotes under "Naya Pakistan" a set of reforms in Local Governance that aim to further empower the Local Government tiers, envisioning the distribution and devolution of power, authority and responsibility down to the Village level. The NAYA Local Governance Political and Empowerment and Local Governance Institutional, Administrative and Fiscal/Budgetary reforms which may shape the BRACE programme are:



*Bring accountability to the core of the government, which is at the local level*



*Empower people at the grassroots through local government systems, by devolving power and decision making and empowering local governments*



*Decentralise planning and development to the local level*



*Develop new laws and policies for local government systems to ensure consistency of devolution across the country*



*The Bureaucracy is to run and to be accountable at local government levels*



*Shift fiscal empowerment to the local level, and while the ideal is the Tehsil level this has to be fiscally sustainable and aligned with available bureaucratic capacity*



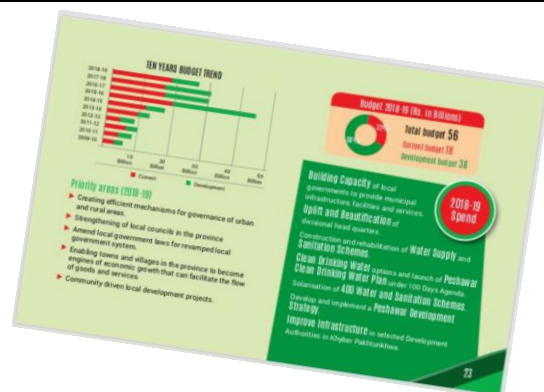
*Allow local governments to use opportunities for self-financing at the local level through partnerships*



*Introducing new local government bodies and strengthening existing local bodies and local government structures*



*The "Naya" Local Government envisions distribution and delegation of power, authority and responsibility down to the village level. In Balochistan the local government system is yet to be finalised and the BRACE Programme and the BRACE C&V messages are to support the reform process at Provincial and Sub-District levels.*







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## 5. BRACE Key – Messages



The BRACE Programme is guided by its ToR/DoA that prescribe the expected outputs and outcomes for each of the five BRACE Implementing Partners. The PFM Component (Oxford Policy Management) started in 2014. The three Rural Support Programmes (BRSP, NRSP and RSPN) and the BRACE TA (Human Dynamics) started in 2017. There is already a clear set of objectives and deliverables which the BRACE Programme is to deliver. Annex 2 presents a summary of the BRACE programme Structure. This section presents the BRACE Programme key-features and the first outlines of BRACE C&V Key-Messages, which were identified in the BRACE C&V Workshop in August 2018.

### BRACE Programme Key-features

**PROGRAMME SYNOPSIS**

<b>Cost</b>	Balochistan Rural Development and Community Empowerment (BRACE) Euro 46.79 Million (EURO 45 Million and GoB EURO 1.79 Million)
<b>Duration</b>	5 years (1 July 2017 - 30 June 2022)
<b>GoB Focal Department</b>	Local Government & Rural Development Department, Government of Balochistan
<b>Implementing Partners</b>	Rural Support Programmes (RSPN, BRSP, NRSP) with TA from Human Dynamics & Oxford Policy Management
<b>Location</b>	Balochistan: Districts Pishin, Loralai, Duki, Killa Abdullah, Zhob, Jhal Magsi, Khuzdar, Washuk and Kech
<b>Beneficiaries</b>	1.9 million citizens or 300,000 households
<b>Sector</b>	Local Development



**THE BRACE PROGRAMME COMPONENTS ARE FUNDED BY THE EU**

- BRACE Component 3**  
- Oxford Policy Management (OPM) / Sep 2014 – Aug 2019  
Public Finance Management Reform
- BRACE Component 2:**  
BRSP – NRSP – RSPN / June 2017 – June 2022  
Community-Led Development supported by technical and institutional capacity building in 9 Districts
- BRACE Component 1**  
Human Dynamics (HD) / June 2017 - June 2022  
Strategic Policy framework for Community Development and Empowerment

**BRACE Overall Objective** Support the Government of Balochistan (GoB) 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

**Specific Objective 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;

**Specific Objective 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.



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**

EXPECTED IMPACT	EXPECTED OUTCOME	EXPECTED RESULTS
25% of the targeted poor households see an improvement in their incomes	50% HH targeted areas report improved access to basic social services and increased income	Approx. 300,000 Households in 9 Districts are mobilized through people's own institutions 50% of women beneficiaries reporting improved life skills, economic empowerment, enhanced mobility
	Policy Framework for community led Local Government supported by PFM Reforms	10% of the development plans' resources mobilized from sources other than the Government investments 70% of the Community Institutions meet minimum threshold on the Institutional Maturity Index (IMI)
40% households graduate from lowest (0-11 score) to upper poverty scorecard band levels	50% improvement Citizen's Perception of their involvement in Local Government matters 50% of Beneficiaries socio-economic actions are women	BRDA Balochistan Academy for Rural Development is capacitated to provide training on community led development 90% of the climate resilient community infrastructure are functional and maintained by community 100% Community Organisations (COs), Village Organizations (VO) and Local Support Organizations (LSO) have developed Village Development Plans (VDP) in partnership with local governments/authorities

BRACE – RESULT AREAS			
ER	BRSP & NRSP	RSPN	TAs (Human Dynamics and OPM)
ER 1	Institutional development & empowerment of Participative System	Improved quality and effectiveness of programme implementation	A dedicated local community development policy framework formulated and implemented
ER 2	Joint Participatory Development planning and execution	Reduced Gender inequalities	Improved capacities of the local authorities
ER 3	Climate-resilient Community Infrastructures and Productive Assets; implemented and maintained jointly with local authorities	Evidence-based Policy Advocacy	A PFM reform strategy and action plan are developed and implemented
ER 4	Poor community members, women and (PWDs), minorities, and socially excluded groups are engaged in income generating activities.	Enhanced Technical and institutional capacity of partner RSPs in mainstreaming cross-cutting themes	Capacities of Balochistan Rural Development Academy developed on CDD and local governance
ER 5	Evidence-based Policy Advocacy	Achievements, lessons and successful development approaches drawn from the BRACE widely disseminated	Cross cutting Areas
ER 6	Gender Mainstreaming & Women Empowerment		
ER 7	Mainstreaming of Cross-cutting Themes		
ER 8	Capacity Development of LGs and LAs		

**TRANSFORMATIONAL BRACE PROGRAMME INTERVENTION IN BALOCHISTAN AND THE ROLE OF THE EU**

<p><b>THE PRESENT</b></p>	<p>According to the Government of Pakistan's Multidimensional Poverty Study nearly 39% of Pakistanis live in multidimensional poverty. The highest rates of poverty are in Balochistan and FATA. Out of the 20 highest poverty-stricken districts 16 are in Balochistan (2012). The Province of Balochistan is also in a state of crisis due to isolation and poor socio-economic development</p>
<p><b>THE FUTURE</b></p>	<p>Sustained socio-economic benefits for approximately 300,000 poor rural households in Balochistan through improved access to basic social services, income generating activities and increased community engagement in local government planning and development activities. This will be supported by PFM reforms to improve budget transparency, planning and execution. 50% of the beneficiaries will be poor rural women.</p>
<p><b>THE ROLE OF THE EU</b></p>	<p>The EU is supporting the Government of Balochistan reform its Strategic Local Government and Sector Policy &amp; Fiscal Framework to empower the (Sub)-District Authorities and Communities to invest in sustained socio-economic benefits for the rural poor. Implementation of such reforms will contribute to provincial, national and even regional stability. The reforms also aim to increase compliance of the GoB PFM systems with Budget Support Eligibility Criteria thereby paving the way for future Sector Budget Support.</p>



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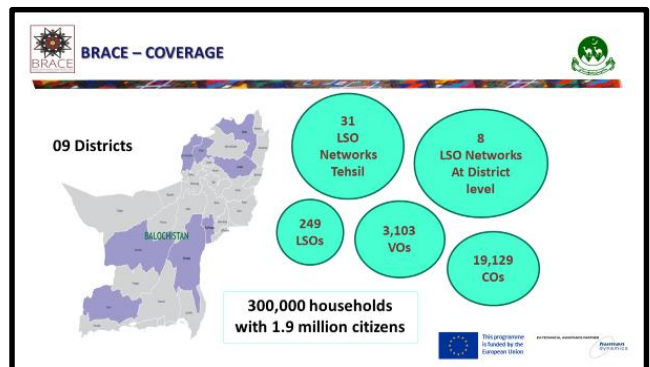


## BRACE Programme Key-Messages

**The Mission and Vision** of the BRACE Programme is to inspire the people of Balochistan and to encourage them to improve their lives by Community Development and Community Empowerment (CD/CE) that result in socio-economic development activities on a sustainable basis in partnership with local authorities. The BRACE CE/CM programme, is implemented through the 249 UCs in 9 Districts, focuses on empowering citizens and communities and providing them with the means to implement community-driven socio-economic development interventions. BRACE is also to amplify their 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.

**BRACE is also to support the Government of Balochistan** 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, guided by a CM/CE enabling Strategic policy and Fiscal Framework. To this end the Programme has a Public Finance Management (PFM) component, implemented by OPM, the strategic policy framework is to define clearly the fiscal and regulatory frameworks, budgetary processes and commitments to a multi-annual budgetary framework, with possible sector budget support, and well defined institutional arrangements.

**The Salient Feature of the BRACE Programme** is the partnership between local government/authorities and the communities, aiming to build a network of people’s own organisations working with the local government authorities to improve basic service delivery. The programme will be institutionalised at the government level through policy and supporting implementation mechanisms. 1.9 million Pakistani citizens in 300,000 poor rural households, in 249 union councils will be mobilised and organised into a network of people’s own institutions covering 19,129 Community Organisations (COs); 3,103 Village Organisations (VOs); 249 Local Support Organisations (LSOs) and 31 LSO Networks at tehsil level in nine targeted districts. The RSPs provide support to improve the lives and livelihoods of the organised households, as well as to foster linkages between community institutions and local government to improve local basic service delivery.



**A Coherent Communicating & Visibility Strategy and Actionable C&V Action Plan** are needed because the programme is implemented by multiple development partners under the leadership of the Government of Balochistan, facilitated by EU funded Implementing partners, with multiple stakeholders and audiences being targeted. Thus, Synergy and consistency in C&V messages are a first necessity. This BRACE C&V Strategy Document and the BRACE 2019 C&V Action Plan provide the C&V guideline and develop the annual C&V workplan:

- To inform the communities and stakeholders about the aspects of the BRACE Program,
- To engage them in the local development process by establishing two-way communication mechanisms between the district administrations and community-based organisations.

**THE BRACE C&V WORKSHOP (AUGUST 2018)** provided a first inventory of; the BRACE communication needs, the possible target audiences, the appropriate tools and channels. and a first outline of BRACE C&V key-messages. The C&V workshop was attended by senior staff of the relevant Departments of the Government of Balochistan, and by staff from the BRACE Programme Implementing Partners, and the senior officials of the EU Delegation. The two-days C&V workshop discussed each aspect of a BRACE communication plan starting from the communication needs and the communication objectives, and identified the target audiences, and made an audience analysis, that would shape the key messages, tools & channels, type of communication activities, to be undertaken by the BRACE Programme.

**INTERNAL & EXTERNAL COMMUNICATION** Broadly, communication can be broken down into two categories - internal and external communication. Internal communication denotes a type of communication within the organisation and external communication is an exchange of information and messages between an organisation and other organisations, groups or individuals outside its formal structure. Within the BRACE Programme a focus on improving internal communication within the Government of Balochistan and with the implementing partners at all levels will contribute towards better cooperation, understanding and teamwork. Similarly, stronger internal communication management will help foster a feeling of belonging, which in turn increases the productivity and improves the efficiency



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in service delivery. External communication is referred to as the gateway which keeps an organisation and the external environment connected. For the BRACE Program, external communication activities will educate, inform, advocate and persuade key external audiences about actions being taken and to take actions.

**ELEVEN (11) BRACE KEY MESSAGES** were formulated on the basis of the BRACE Objectives and the Communication Needs that were identified in the workshop. Two types of Key messages were identified; **(1) Overarching Messages and (b) Audience-Specific Key-Messages**. This BRACE Programme C&V Strategy Document builds on the C&V Workshop key-messages, and operationalized the recommendations into (a) an agreed BRACE Programme C&V Communication Strategy with clear step-by-step Guidelines, and (b) a specific BRACE 2019 C&V Messages Action Plan.

- Overarching Key-Messages
- Audience Specific Key-Messages

## Overarching Key-Messages

**BRACE Overarching Messages are presented below, with a descriptive explanation.**

### Description relevant to the key-message .

**1) The European Union is supporting the Government of Balochistan, to execute the province’s largest community-led development sector initiative targeted at 9 districts.**

Use facts and figures to support this key-message: remind the audience that the BRACE programme will work with 2500 council members, 300 chairs and vice chairs of elected councils, 200 Union Councils Secretaries and other Government of Balochistan Local Government and Rural Development Department staff. Also use the relevant indicators to demonstrate the impact that to be achieved.

The message about EU support will become more effective by using all opportunities to include messages from the EU Ambassador in the materials, and by using the EU’s ‘nutgraph’ explaining what the EU is and why it supports Pakistan

**2) BRACE provides opportunities for the Government and communities to partner with each other for development and betterment of their communities, thereby finding sustainable solutions for poverty reduction**

This is a core message which will be repeated and made credible through numerous stories of cooperation which help overcome challenges prioritised by communities

**3) BRACE works through thousands of Government and Local authority Officials, to strengthen technical and human resource skills and capabilities and the institutional and inclusive positioning of 1.9 million Pakistani citizen (294,713 households)**

This is a ‘how’ message that is to be conveyed through stories which demonstrate how - capacity building, which is a core methodology and means to sustainability – provided to the citizens will facilitate the very changes they desire





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**4) BRACE also works to develop an evidence based Local Development Policy Framework for Balochistan that is relevant to the area and synchronized across all sectors to support rural development through a community led development**

For this key-message to sound reliable and to have meaning for the beneficiaries and wider public, the stories must demonstrate and make transparently clear, HOW the Local Development Policy Framework will result in more meaningful results for citizens than the current approach, i.e. the BRACE intervention methodology should be understood, to be more effective.

In addition, the results themselves need to be shown through reliable and easy to be understood outcome and impact indicators

**5) BRACE works on the principles of equal opportunity and is to ensure that women empowerment, gender sensitivities and 100% coverage of people with special needs, are included in the provision of the health insurance, and other social services to the poorest.**

Concerns about gender equality are a significant source of mistrust. Therefore, stories about women participating in the project are essential, and will help overcoming huge obstacles in their daily life, and these stories must be told with great sensitivity and highlight the less challenging benefits first, such as ability to help feed their families, or treat sick family members. Other benefits of including women might include their roles. Because women are responsible for cooking and cleaning, they need to understand how to reduce sources of disease, better nutrition. Women are also naturally inclined to focus on finding nearby safe sources of water – which makes it safer to fetch water and also to keep their families healthy.

## **Audience Specific Key-Messages**

**BRACE Audience-Specific Messages, as identified in the C&V Workshop, are presented below, with a descriptive explanation and an indication of type of audience to be targeted by the key-message.**

Audiences are INTERNAL or EXTERNAL

Different Audiences are: INFLUENCERS, PROJECT TEAM, GOVERNMENT, BENEFICIARIES, and the MEDIA.

### **INTERNAL: TARGET AUDIENCE: INFLUENCERS & PROJECT TEAM**

### **Description relevant to the Key-Message**

**6) Take note internally of the progress and news updates and the stories being communicated and share widely with others. Identify the successes and positive stories and their project outcomes, and communicate these routinely within the BRACE team.**

Establish effective BRACE internal MIS and M&E progress implementation and performance reporting system to ensure that the BRACE success stories can be immediately be corroborated by facts

**Pay special attention to the budget support modality to fund priority initiatives for local communities.**

Establish an effective communication channels with the government departments and with the implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergized effort



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INTERNAL: TARGET WIDER AUDIENCE WITHIN GOVERNMENT	Description relevant to the Key-Message
<p>7) The BRACE programme is a vehicle to help improve the lives of 1.9 Baloch citizens. Government OWNERSHIP of the BRACE Programme is a key-message that will ensure that the Government will put in place the innovative Balochistan Local Government policy and fiscal framework. This key-message should also flag that the European Union, intends to support the Innovative Balochistan Local Government Policy with Budget Support.</p>	<p>Establish effective BRACE internal MIS and M&amp;E progress implementation and performance reporting system to ensure that the BRACE success stories can be immediately corroborated by facts, and make sure the Government endorses these facts.</p> <p>Establish an effective communication channels with the government departments and with the implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergized effort.</p> <p>Make sure that both the (a) Local Government POLICY and (b) the Local Government FISCAL FRAMEWORK, are worked out and formally promulgated or Notified by the relevant Government of Balochistan Authorities</p>
EXTERNAL: INFLUENCERS	Description relevant to the Key-Message
<p>8) BRACE is a transformative model programme designed to build (new) government and community capacities to work together, to find sustainable solutions to address poverty and generate growth.</p> <p>BRACE builds on past successes and is funded by the European Union, and is to include Budget Support to fund priority initiatives for communities.</p> <p>BRACE represents Balochistan' with its biggest initiative to date, to improve the lives of its people.</p>	<p>Make sure INFLUENCERS can follow progress through the website, social media channels and/or subscribing to newsletters, and case studies.</p> <p>Make sure to communicate speaking about BRACE to others and share its success stories to build participation and support its implementation</p> <p>Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries</p> <p>Ensure that participating communities are knowledgeable about how to participate</p> <p>Promote awareness of BRACE as evidence of strong partnership between Government and Communities</p>
EXTERNAL: BENEFICAIRIES	Description relevant to the Key-Message
<p>9) BRACE can give you and your community trainin and support to address some of your most pressin problems.</p> <p>BRACE will also facilitate that government fundin will be provided for your priority projects which yo can develop for your own community.</p> <p>BRACE is to trigger a life-changing and importar opportunity for you, and the means to demand you rights and hold elected officials and the govermer accountable.</p>	<p>Make sure BENEFICIARIES can follow progress through the website, social media channels and/or subscribing to newsletters, and case studies.</p> <p>Make sure to communicate speaking about BRACE to others and share its success stories to build participation and support its implementation</p> <p>Ensure widespread awareness about the programme and explain how BRACE works with the relevant government officials/departments, parliamentarians, and how it involves community leaders/elders and the beneficiaries</p> <p>Ensure that participating communities are knowledgeable about how to participate</p> <p>Promote awareness of BRACE as evidence of strong partnership between Government and Communities</p>



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**EXTERNAL: WIDER AUDIENCE OUTSIDE THE GOVERNMENT** Description relevant to the Key-Message

**10) BRACE is to make change happen. Changes that are to result in better social services delivery from government and local authorities.**

**Explain how BRACE is good for the progress of your province, and that it is being funded by the European Union as a GRANT, at no cost to the “tax payer”.**

**Disseminate the stories about BRACE on what is working and what could be replicated in other districts**

Make sure the WIDER AUDIENCE OUTSIDE GOVERNMENT can follow progress through the website, social media channels and/or subscribing to newsletters, and case studies.

Make sure to communicate speaking about BRACE to others and share its success stories to build participation and support its implementation

Ensure widespread awareness about the programme and explain how BRACE works with the relevant government officials/departments, parliamentarians, and how it involves community leaders/elders and the beneficiaries

Promote awareness of BRACE as evidence of strong partnership between Government and Communities

**EXTERNAL: MEDIA** Description relevant to the Key-Message

**11) The EXTERNAL MEDIA are to understand the BRACE as a transformative model programme designed to build government and community capacities to work together to find sustainable solutions to address poverty and generate growth. And that BRACE presents Balochistan’s biggest initiative to date to improve the lives of its people.**

**It is funded by the European union, which believe strongly in promoting opportunities for all.**

**Messages are to be “taken over” by the MEDIA. The MEDIA have to be convinced of the BRACE merits, showing examples of what has been or can be achieved with the BRACE approach. For this reason, it should be appreciated by the MEDIA that it is of great relevance for the MEDIA to carry those messages to the wider audiences.**

Make sure the MEDIA can follow BRACE progress through the website, social media channels and/or subscribing to newsletters, and case studies.

Make sure to communicate speaking about BRACE to others and share its success stories to build participation and support its implementation

Ensure widespread awareness about the programme and explain how BRACE works with the relevant government officials/departments, parliamentarians, and how it involves community leaders/elders and the beneficiaries

Promote awareness of BRACE as evidence of strong partnership between Government and Communities

**Step 1**  
**The Background**

In STEP 1 we presented the Historical, Institutional and Context Background that determines and shapes possible BRACE C&V Messages. STEP 1 was concluded with 11 Key-messages that were identified in the (August 2018) BRACE C&V Workshop.

**Step 2**  
**C&V Guidelines**

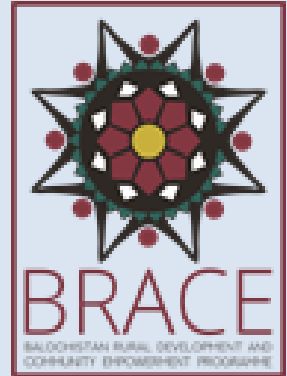
In STEP 2 we will identify the C&V Guiding Principles and the checklists of AUDIENCES, and C&V TOOLS and CHANNELS, and explain how the BRACE MIS, M&E systems are linked to the BRACE C&V MESSAGES



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



# 2

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## **Step 2 The C&V Guidelines**

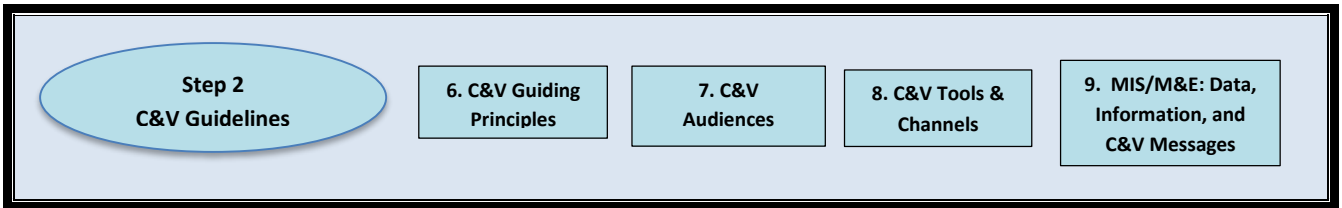




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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



**Specific C&V Guiding Principles and C&V Technical Considerations are to be observed when designing effective and relevant BRACE C&V Messages**

**6. C&V Guiding Principles**

The core purpose of a communication strategy is to increase awareness, or to provide information Internally, among the team members, or inform external citizens, partners and other stakeholders. However, the communication purpose can also aim at a **two-way dialogue**, and incite a response or reaction, i.e. to Empower, to Mobilize, or to be held Accountable, and thereby ensure successful, just, all-inclusive, participatory and sustainable BRACE Program implementation processes and outputs. BRACE communication can also perform a **strategic function** that seeks to Innovate by introducing new modalities for BRACE programme implementation and the way Government and Communities interact, i.e. bring the relationship and cooperation between the state, its citizens and DPs to a new level.

**FIVE C&V Guiding Principles**



**Five C&V Guiding Principles** have been identified to provide clarity on the WHY, or the PURPOSE and main reasons of a BRACE C&V Message. **The five communication Purposes and C&V Guiding Principles are: (1) to Inform, (2) to Empower, (3) to Mobilize, (4) to be held Accountable, and (5) to Innovate.**

The C&V Guiding Principles provide pointers, firstly the Purpose, **WHY** you issue the Message, and then for **WHO**, i.e. a targeted specific AUDIENCE, the C&V Message is meant. Then then we have to become clear on the **WHAT and HOW**, i.e. design a most effective C&V Message by making use of the most effective C&V TOOLS or CHANNELS. However, it could very well be that a C&V Message combines two or more Purposes, and thus the C&V Message may

combine the pointers of two or more C&V Guiding Principles.

**The BRACE C&V MESSAGE TEMPLATE** – presented at the end of this section - will facilitate to be clear on the Purpose or “Why”, and then on the “Who, What, How, When, How Often”, and the “How Much” of a BRACE C&V Message.



**(1) Inform:** A basic and essential communication function is sharing of information on the BRACE Program. By sharing frequent measured and reliable information we seek to create awareness about the program and its activities; and at the same time ensure visibility of the EU-support amongst the internal and external audiences. Information sharing are to educate and build knowledge about the BRACE Program. **The Inform Messages** are highly AUDIENCE-specific. The C&V Template facilitates designing audience-specific information content and form. Different audiences have very different information needs; e.g. a one-page flyer to inform Local Government Officials contains different information from a one-page flyer that is distributed to inform a local community. Or, Information that provides timely and quickly good oversight to the EU Delegation and the key-GoB stakeholders is a pre-condition for building two-way communication processes, i.e. a precursor to the other Information needs of stakeholders. The BRACE WEB SITE and the dissemination of Action Research Studies to relevant Audiences falls under this C&V Purpose. Selected findings of the WEB SITE and the Research Studies that aim to engage stakeholders in local development processes by establishing two-way communication mechanisms between the district administrations and community-based organisations, will be designed under the other (Empower, Mobilize, Innovate) Guiding Principles.



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



**(2) Empower:** The EMPOWER Messages aim at restoring the power-balances between key-stakeholders. For the BRACE Programme the communities, the minorities and the marginalized groups, are targeted with audience-specific Community Empowerment (CE) Messages. The RSPs use their bottom-up participatory Community-Mobilization (CM) approaches to empower the local communities. The BRACE Programme C&V Messages are to capture these proven-effective RSP community-empowerment approaches to (a) scale up BRACE Programme coverage, and (b) further improve the effectiveness of the CM/CE interventions. The BRACE Empowerment Messages are mostly led by the RSPs.

**The Empowerment Messages** essentially address Political Economy issues and the Empowerment Messages are therefore to be crafted carefully. To be effective, the different audiences need to be sensitized in different manners on the power structure imbalances and the lack of "VOICE". Beneficiaries, Communities, CBO, and the Media are the key target Audiences of these Empowerment Messages. These audiences need to be addressed in an almost "personal" manner, most often in the local language, and/or in face to face meetings, to ensure first, that a basic level of trust is established, from where to start the empowerment processes.

The role of the BRACE TAs is to make sure that the Empowerment Messages which are being sent out by the RSPs to the Beneficiaries and Communities, are understood by the GoB High-level Policy- and Decision-makers and the (sub-)District Local Government Officials, as essential and constructive elements in the new innovative Local Governance Institutional Reforms, they have embarked upon. The Messages to sensitize the GoB officials on the (innovative) partnership between Civil Society/Communities and Local Government authorities, have their own type of Content and Form which are guided by the C&V (Institutional) Mobilisation and the C&V innovation Guiding Principles.



**(3) Mobilise:** BRACE Communication Messages also aim to support the (Institutional) mobilisation of communities for collective action, allowing (a) individuals to channel their VOICE and (b) allowing the Community-as-a-whole to make its VOICE and needs heard. **The Mobilisation Messages** target Local level Institutional entities like the CBO, LSO, VDC etc, and aim at Institutional Strengthening and Capacity-building of these entities. This kind of Institutional or Organizational Capacity-building requires its own way of communicating effectively with these local and community entities. These Mobilisation and Capacity-building Messages also targets the sub-district Officials. These two different target groups are strongly connected at District level. The BRACE Capacity-building Mobilization Messages seek to make clear the Innovative and new modalities of interaction between the Government and the Communities, and bring the relationship and cooperation between the state and its citizens to a new level.

BRACE TA is to play a key role in designing the Mobilisation Messages that target the Senior Provincial Level Policy- and Decision-makers, i.e. aiming to seek their buy-in, rather, the pro-active leadership of the GoB, on the new innovative Local Governance Institutional, Policy and Fiscal and PFM reforms, that foster and enable the new partnership between Civil Society/Communities and Local Government authorities. BRACE TA is also to play a key role in designing Mobilization Messages that target the other Development Partners (DP), to seek their buy-in and co-funding, in possible sector Budget support (BS) modalities, that to support the new Balochistan Local Governance system

At (sub-)District level an important source to channel Mobilization Messages is the Balochistan Academy for Rural Development (BRDA). The content of the Sub-District Mobilization Messages will often be technical or procedural, and seek to clarify and streamline the Local Government Development Planning & Budgeting, and the Implementation & Expenditure Accounting Regulations. At Provincial level the Mobilization Messages will often be relayed through high level meetings (SPDC/SDPF/SSC), peer-group meetings or workshops, Exposure visits, to be facilitated by BRACE TA.



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**(4) Accountability:** It is crucial that individuals and organization account for the use of (public) resources and for their (implementation) activities and the quality of the outputs they deliver, by accepting the responsibility to disclose information on the cost-effectiveness, quality and relevance of the outputs and results they delivered in a timely and transparent manner. Accountability is (a) the result of good checks and balances within the BRACE Programme and (b) a sense of co-ownership by the external non-implementing stakeholders and Beneficiaries. It is this sense of co-ownership of the BRACE programme that to be stimulated by **the C&V Accountability Messages**

- The Accountability Messages are to provide BRACE implementation-progress or output-delivery information, to the EU, GoB, Parliamentarians and to communities and beneficiaries, to hold the BRACE implementers accountable on the use of public resources. The source of these Accountability Messages are the reliable data and information from the BRACE Programme MIS and M&E systems. Thus, the routine periodical Project and Progress Reports; Monthly, Quarterly, 6-Monthly, and Annual Reports; fall under this Guiding Principle.
- The accountability Messages are also to strengthen further the buy-in and the ownership amongst of the key external stakeholders. As result, the BRACE Programme can be implemented more efficiently and effectively, and the BRACE Programme can even be redesigned and innovated as genuine inputs from these stakeholders will be received. The information to be included in these kinds of Accountability Messages concern information on (a) the (design) process that was followed, or will be followed, and how all stakeholders are (not) involved and how that could be improved, and (b) the ownership of the outputs and assets delivered by the Programme.

Accountability information is to be observed towards: the EUD and the EU Taxpayers; the GoB at Provincial level, in particular the CS, ACS, LGRDD, P&DD and FD and the CM and the Pollical leadership of the Province, and to District level officials involved in the BRACE Programme; the Beneficiaries, at individual level and as a collective (CBO/LSO).

The Media play an important role for the BRACE Programme to disseminate its Accountability Messages.



**(5) Innovate:** Innovation is an essential element of the BRACE Programme, which tries to be “transformational” on the way the Government of Balochistan and its Citizens interact at local level. The transformation in Balochistan concerns the creation of an enabling environment for strengthening the capacities of local government/authorities to manage and involve communities in the statutory local public sector for development planning, financing, and implementation processes, guided by a Balochistan CM/CE enabling Strategic policy and Fiscal Framework. Reforms are to address the Public Finance Management (PFM) and the fiscal and regulatory frameworks, the budgetary processes and the institutional arrangements in which the Local Government operates at (sub-)District level. Transformational change also intends to reshape the way Development Partners engage with the GoB through commitments to a multi-annual budgetary framework, with possible sector budget support, and well defined institutional BS arrangements.

The role of the BRACE Programme, and the BRACE TA, in particular, is to communicate information in **the Innovative C&V Messages** to the high-level strategic stakeholders. The purpose of these Innovative C&V Messages is (a) to inform and rally the strategic stakeholder behind the transformational processes, and (b) foster their ownership to play a lead role in the Local Governance transformation processes, Target Audiences are; the EUD, the ACS, LGRDD, P&DD, FD and the selected representatives from Development Partners interested to co-fund the new local Governance paradigm in Balochistan. The type of information will be different from the other Information Purposes and will be highly political, structured and technical and would need to be disseminated at high level meetings (SPDC/SDPF/SSC), peer-group meetings/workshops, in the form of Memos, Position Papers, draft Regulations, to be accompanied by simplified press releases to get the understanding and support of the wider Audiences and Beneficiary Citizens on the new Local Governance paradigm.



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## From C&V Guiding Principles to Audiences & Tool & Channels to C&V Messages

- First we have to be clear on the WHY, or the PURPOSE and MAIN REASONS of a C&V Message, i.e. we have to select a GUIDING C&V PRINCIPLE.
- Then we should be clear on the TARGET AUDIENCE we want to inform or have a two-way communication with. The possible Target Audiences are presented in the next section (7)
- Then we have to select from the available C&V TOOLS & CHANNELS how we will design and shape the BRACE C&V Message. The possible range of C&V Tools and Channels are presented in section (8)
- Finally, we have to be clear who is taking the lead in designing and disseminating that C&V Message. The BRACE Programme is implemented by 5 Implementing Partners (IP); BRSP, NRSP, RSPN, TA/HD, and PFM/OPM. Each of IP has a responsibility to design and disseminate its relevant BRACE C&V Messages. The C&V Budgets and Resources of that IP determine the scope and breadth of the C&V Messages we can design and disseminate, and this is further explained in Step 3/10.
  - Another leader or initiator of BRACE C&V Messages can be the GoB. When BRACE C&V Messages are designed and disseminated by the GoB this immediately shows that the GoB has taken ownership of the BRACE Programme. However, it may well be that the GoB entities (to be) tasked with such BRACE C&V Messages, will need support and capacity-building from the IPs, in particular the BRACE TA IP.

Guiding Principle	Audiences	Tools & Channels	C&V Lead
	<p><b><u>INTERNAL</u></b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• IPs</li> <li>• Influencers</li> <li>• Wider Audience</li> </ul> <p><b><u>EXTERNAL</u></b></p> <ul style="list-style-type: none"> <li>• Media</li> <li>• Influencers</li> <li>• Beneficiaries</li> <li>• Wider Audience</li> </ul>	<p>Email/SMS Text messages Face to face meetings Video conferences Audio/Video Messages WhatsApp Groups/Messages Field Reports/Success Stories Fact Sheets, Flyers, Brochures Banners, Posters, Infographics E-Bulletin/Newsletter Photo stories Seminars/Workshops Social Media (Facebook/Twitter) Documentary and short videos TV – Ads/Public Service Announcements</p> <p>Radio - Ads/Public Service Announcements Print - Ads/Public Service Announcements Community gatherings, Local games, Exhibitions, Exposure visits – Site Visits Student Union interactions Robocalls Website, Blogs PR Articles, Talk shows, Soundbites, Tickers Press Releases/Articles Competitions for BRACE coverage Documentary and short videos</p>	<p><b><u>IPs</u></b></p> <ul style="list-style-type: none"> <li>• BRSP</li> <li>• NRSP</li> <li>• RSPN</li> <li>• TA/HD</li> <li>• PFM/OPM</li> </ul> <p><b><u>OTHER</u></b></p> <ul style="list-style-type: none"> <li>• Selected GoB</li> </ul>

## The BRACE C&V Messages Identification Template

To facilitate the identification and design the correct BRACE C&V Messages, a C&V Template is used to identify the key features and details of C&V Messages. This template is used under Step 3/11

BRACE C&V Messages Identification Template		
C&V Message	Title and Purpose Description	
	<p>[ #/## /LEAD] serial number specific C&amp;V Message Guiding Principle# / ## sub-number, Use box to succinctly enter purpose and reasons for the C&amp;V Message, and in the summary table only brief text, in the template one can be elaborate</p>	
Audience(s)	C&V Lead	Budget
List audiences	Specify the IP-lead: BRSP, NRSP, RSPN, TA/HD, PFM/OPM or Other	Specify any cost implications and sources of funding
Channel & Tools / Activities		
Enter details of the activities related to the C&V Message and features of the Tools and Channels to be used and details on the Frequency, in this box and enter in full detail, and in the summary list only a brief description		



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## 7. C&V Audiences

This section presents an **inventory of possible Audiences**. This list of Audiences is used to select the right audience to be targeted for a specific BRACE C&V purpose and message.

Broadly, communication can be broken down into two categories - internal and external communication. Internal communication denotes a type of communication within the organisation and external communication is an exchange of information and messages between an organisation and other organisations, groups or individuals outside its formal structure.

**INTERNAL: Project Team, IPs, Influencers, and Wider Audiences**

**EXTERNAL: Media, Influencers, Beneficiaries and Wider Audience**

Within the BRACE Programme a focus on improving internal communication within the Government of Balochistan and with the implementing partners at all levels will contribute towards better cooperation, understanding and teamwork. Similarly, stronger internal communication management will help foster a feeling of belonging, which in turn increases the productivity and improves the efficiency in service delivery.

External communication is referred to as the gateway which keeps an organisation and the external environment connected. For the BRACE Program, external communication activities will educate, inform, advocate and persuade key external audiences about actions being taken and to take action

Critical to the successful dissemination of the BRACE C&V Messages interventions, is identifying who needs to be targeted and by whom, i.e. the TARGET AUDIENCE and who is the C&V Message LEAD.

The next step, therefore, is to determine the types of target audiences of the BRACE Program C&V Messages and a brief outline their information needs. The Below inventory of the various AUDIENCES target groups presents a brief Audience Profile and explanations why they are important recipients of the BRACE C&V Messages.

Target Audience	Members	Profile	Communication Objective
<b>INTERNAL</b>			
<i>Those audiences who share the common goal of achieving the BRACE programme objectives.</i>			
<b>Project Team/Partner</b>	EU, NRSP, RSPNs, HD, BRSP, OPM, and the Secretaries/focal persons, DGs and departments of LGRDD and local governments at all levels.	This audience will directly implement the programme. They are positive and as drivers of the programme communications are highly influential. They need to be fully aware and also share the full information with others on a regular basis. They are driven by the success of the programme	Establish an effective communication structure within the government departments and the implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergized effort
<b>Influencers</b>	Social sector planning, Information, PID, IT, Labour & Manpower and Finance departments of the government, senior bureaucratic officials, chief officers, district chairmen, Success programme & KPC CDLD	As a group they have the ability and authority to influence the behaviours and actions to support the programme implementation. At present they are positive about the programme and hold a high interest in its successful implementation. They can highly influence the relevant people to provide the support required. For this purpose, it will be important They need to be coordinated and synergized on the programme messaging and provide guidance in their relevant areas. They need to know the expected actions from them and provide the required directives for smooth programme delivery. Poverty alleviation and success of the programme is a great motivator	



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<p><b>Wider Audience</b></p>	<p>Wider government departments, senior officials of these departments, similar development projects/programmes, other EU programmes and elected officials at all levels.</p>	<p>The wider internal audience refers to those whose work will support an improved programme delivery. At present the audience is positive with a mid-level interest. Of these the elected officials have a higher influence on their constituencies and could share the positive impact and encourage communities to participate. They need to be fully and regularly informed to provide synergized messages and provide financial, policy and implementation support. They are driven by their motivation to support the people, increase their own and institutional capacities, recognition of their efforts by the public, and successful implementation of the programme.</p>	
<p><b><u>EXTERNAL</u></b></p>		<p><i>Those audiences are those directly or indirectly affected by the BRACE programme</i></p>	
<p><b>Influencers</b></p>	<p>All government departments at the national, provincial, district and UC levels, parliamentarians, elected officials, law enforcement agencies, mayor's office, community leaders, religious leaders and tribal leaders</p>	<p>External influencers have the power to affect awareness, motivation and actions of the external beneficiaries, wider audience and the media. They are highly influential, however due to limited knowledge about the programme they are neutral and somewhat sceptical. While they do not know it is a government intervention, they are interested in community development initiatives. Many of them are custodians of financial resources and can serve as entry points into difficult areas. They need to support the programme implementation, and policy and financial needs and outreach to communities. They should also contribute towards building a positive perception and have complete ownership of the programme. To achieve this objective, it will be important to share regular information with them, organize opportunities where they can support and endorse the programme and to use them as messengers to advocate with beneficiaries, media and the wider audience for the programme and its successes. The success of BRACE will be a matter of pride for them and a showcase as a global best practice. It will support the development agenda.</p>	<p>Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries</p>
<p><b>Media</b></p>	<p>National and regional media, media anchors, journalists, editors, bureau chiefs and resident editors of electronic and print media, foreign media and press clubs at all levels.</p>	<p>For BRACE, media is defined as a vehicle to share information to other audiences and also to act as a watchdog. Currently, they have limited knowledge of BRACE and it is not on their priority list. The media is also sceptical of interventions by the Government and NGOs/INGOs. As a default their mindsets will be negatively inclined, unless convinced otherwise. They are highly influential and can drive the positive perception and narrative for BRACE and play an important supportive role to BRACE. By sharing regular information and updates, sharing evidence-based successes, and taking them to the field so that they can</p>	<p>Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries</p> <p>Promote awareness of BRACE as evidence of strong partnership between Government and EU</p>





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		see and hear for themselves the progress from the beneficiaries, we can convince them to support BRACE and encourage the beneficiaries to actively participate. They need to contribute to the positive impact of BRACE and also give visibility to the support of EU	
<b>Beneficiaries</b>	Community institutions, community organizations, youth, women, academia, community elders, religious leaders and tribal leaders	These are the people and communities living in the 9 districts of the BRACE programme. They are at the heart of the programme and key to its success. Currently they have almost no knowledge or understanding of BRACE hence neutral. While they are supportive of any interventions that improves their lives, not all have a favourable opinion of NGOs/INGOs or the Government. They are unaware of their rights and most are unwilling to change. There are cultural practices that limit access and external exposure, especially for women. However, there is also great untapped potential within the communities. There is limited capacity and skills amongst beneficiaries. They need to be aware of the benefits of actively participating with BRACE. They should hold a positive perception and also advocate it to others. They need to coordinate closely and support the project teams/partners, hold the influencers accountable, and demand for their rights. They should have complete ownership of BRACE as their own initiative.	Ensure that participating communities are knowledgeable about how to participate
<b>Wider Audience</b>	All departments and line departments of the government at all levels, NGOs, INGOs, donors, funds, civil society, academic institutions, UN agencies, TVET institutions, SMEDA, PPHI, bar councils, and PTMC	The wider audience are those who are part of the development and social sector. They are indirectly relevant to the programme, however hold significant influence with the implementing government departments, partners and the beneficiaries. Since there is limited knowledge, they are neutral about the programme, however, are highly positive towards any development and community growth interventions. It is important to gain their support and to encourage them to reach out to communities to actively participate in the programme. They should not only own it but also advocate for it.	Promote awareness of BRACE as evidence of strong partnership between Government and EU



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## 8. C&V Tools & Channels

This section presents an **inventory of possible Tools and Channels** that can be used, and the list is to be used to select the right Tool and Channel which is **best suited for a specific purpose, audience and message type**

There is a plethora of tools and channels available in Balochistan. The deep penetration of cell phones has provided access to digital media as well. While choosing the tools and channels to communicate the key messages, it was seen which sources the stakeholders and audiences trusted, or were most persuaded by, had the most access to, or could easily understand. Cultural sensitivities, especially with regards to women and value for money were considered as well.

The success of the BRACE program also depends on effective access to information by specific audiences, and systematic application of knowledge. The surge of new media, consistent upward growth of mainstream media and advent of new communication technologies, along with the vibrancy of civil society should be maximised for public outreach and citizen engagement.

While traditional approaches to communication focus on top – down information flow, the BRACE program strategic communication approach is aimed to enlighten, educate and engage the target audience, with an emphasis not only on the message but the messenger as well. The following pointers need to be kept in mind when choosing the Tool or Channel:

*It is important that we understand and are clear on the differences between the various tools and channels, e.g. the difference in contents of a brochure and a newsletter, or how many brochures are required and that may be different from the number of newsletters that are to be distributed. Or the duration and use of different of tools or channels. For example, a recently produced newsletter covered a full year, in which case it is not a newsletter anymore. We also know from experience that long publications are very rarely read. One has to be clear “Who are they for? We need to be clear on How often to produce an e-bulletins? Who are they for and what info should they contain? Ditto, for factsheets, posters, videos and films? How long? How will they be disseminated? What is their purpose? Make sure to avoid jargon. Keep in mind that dissemination or communication through the Internet is a problem when connectivity is poor or even absent, in that case even two minutes is long for sharing a video clip on a low-quality internet system. When addressing the very wide range of Beneficiary audiences, with many of them being semi-literate or even illiterate, or suspicious of governments, and the NGOs, and other outsiders and marginalized groups, the approach to communication lies in simplicity.*

**The relevant tools and channels are grouped per audience:**

Target Audience	Tools and Channels
<b><u>INTERNAL</u></b>	
<b>Influencers &amp; Project Team</b>	Email Face to face meetings or video conferences Audio/Video Messages WhatsApp Groups and Text Messages Reports from the field that can be made into success stories IEC – Fact Sheets, Flyers, brochures, Banners, posters, infographics
<b>Wider Audience</b>	Email Face to face meetings E-Bulletins/Newsletters Facebook closed groups IEC – Fact Sheets, Flyers, brochures, Banners, posters, infographics
<b><u>EXTERNAL</u></b>	
<b>Influencers</b>	-Emails and Text Messages





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	<ul style="list-style-type: none"> <li>-E-Bulletin/Newsletter</li> <li>-IEC – success stories, photo stories, fact sheets, flyers, brochures, banners, posters, infographics</li> <li>-Face to face meetings</li> <li>-Seminars and/or Workshops</li> <li>-Social Media (Facebook and Twitter)</li> <li>-Documentary and short videos</li> </ul>
<b>Beneficiaries</b>	<ul style="list-style-type: none"> <li>-Face to face meetings</li> <li>-SMS text messages</li> <li>-TV – Ads/Public Service Announcements</li> <li>-Radio - Ads/Public Service Announcements</li> <li>-Print - Ads/Public Service Announcements</li> <li>-Social Media (Facebook and Twitter)</li> <li>-Community gatherings, Local games, exhibitions, exposure visits</li> <li>-Student Union interactions</li> <li>-Robocalls</li> <li>-Documentary and short videos</li> </ul>
<b>Wider Audience</b>	<ul style="list-style-type: none"> <li>-Website</li> <li>-SMS text messages</li> <li>-TV – Ads/Public Service Announcements</li> <li>-Radio - Ads/Public Service Announcements</li> <li>-Print - Ads/Public Service Announcements</li> <li>-Social Media (Facebook and Twitter)</li> <li>-Seminars and/or Workshops</li> <li>-PR – articles, talk shows, soundbites, tickers, blogs</li> <li>-E-Bulletin/Newsletter</li> <li>-Site Visits</li> <li>-IEC – success stories, photo stories, fact sheets, flyers, brochures, banners, posters, infographics</li> <li>-Documentary and short videos</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>-Press Releases, Press Notes</li> <li>-Press Articles</li> <li>-Competitions for BRACE coverage</li> <li>-E-Bulletin/Newsletter</li> <li>-IEC – success stories, photo stories, fact sheets, flyers, brochures, banners, posters, infographics</li> <li>-Face to face meetings</li> <li>-Seminars and/or Workshops</li> <li>-Whatsapp group with regular updates</li> <li>-Website</li> <li>-Social Media (Facebook and Twitter)</li> <li>-Field Visits</li> <li>-Documentary and short videos</li> </ul>



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## 9. MIS and M&E: From Data, to Information, to BRACE C&V Messages

### Implementation, Output, Outcome and Impact

The BRACE C&V Messages are based on (a) BRACE Programme Implementation Progress information which is derived from the BRACE internal MIS systems, and on (b) BRACE Outputs delivered and any Outcomes or Impact that may have been achieved, with data and information derived from the BRACE M&E Systems.

### BRACE MIS and M&E Systems

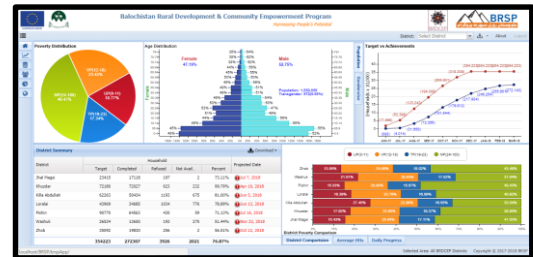
The MIS and M&E systems contain very detailed information on the BRACE Programme. The BRACE C&V Messages that draw information from the MIS and M&E systems are most likely to report on aggregated or summarized implementation progress data, e.g. the total percentage spending against an available budget, or an averaged performance indicator for a district as whole. In particular, the monitoring of performance indicators will be conducted at the activity level and evaluation will focus on the impact of the activities and achievement of the objectives in terms of awareness of BRACE, ownership and participation in the programme. The equal participation by women and marginalized groups will be gauged by their participation rates in the programme. A major purpose of the C&V Messages is to increase or intensify this participation.

The BRACE monitoring and evaluation systems will gauge the following:

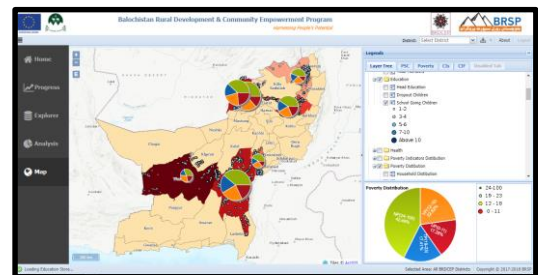
- Execution of activities
- Efficacy of the activities in communicating the key messages
- Increase in awareness of BRACE and its interventions amongst all stakeholders and
- Positive perceptions of BRACE
- Recognition of the benefits of BRACE
- Active participation in and advocacy for BRACE

### BRACE Databases and Dashboard

To make sure targeted Audiences appreciate the information received, as reliable and relevant, it is important that aggregated implementation or performance information can transparently be traced back to the database from which it was drawn. This requires a clear link between a C&V Message and the BRACE MIS/M&E Systems, explaining how MIS/M&E Data was converted to information and how Information was used in the C&V Message.



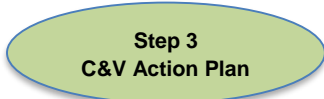
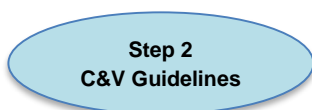
The BRACE program heavily depends upon huge datasets for decision making and to accomplish timely reporting. State of the art technologies provide support in field operations to optimize the use of technology to uplift the people from poverty. BRACE IPs operate a Realtime Spatial Decision Support System (SDSS) to plan, execute and monitor progress of the activities and fine tune in timely manner, also providing rich geographical analysis features. An example can be found in the BRSP Spatial Decision Support System ([gis.brsp.org.pk](http://gis.brsp.org.pk))



### BRACE Action Research

Another major source in the Evaluation system is the data and analysis through the BRACE Action Research Studies. These studies are to provide the evidence on the most efficient, effective and relevant BRACE Programme Interventions. This has two immediate C&V implications. Firstly, the Research Studies need to be disseminated and shared with the relevant Audience. Secondly, selected findings of the Research Studies need to be used and disseminated in other C&V messages. Thus, the Action Research Studies are to feature prominently in the C&V Messages Action Plan

#### NEXT STEP



In this STEP 2 we identified the C&V Guiding Principles and checklists of AUDIENCES, and C&V TOOLS and CHANNELS, and explained how the BRACE MIS, M&E systems are (to be) linked to the BRACE C&V MESSAGES

In STEP 3 we consolidate the STEP 1 Background with the STEP 2 Guidelines and Tools, to identify the BRACE 2019 C&V Messages C&V Action Plan, which are funded from available BRACE C&V Budgets and other Resources of the BRACE Implementing Partners (IPs). The 2019 Action Plan will be finalized and agreed in Consultation with the GoB and EUD.



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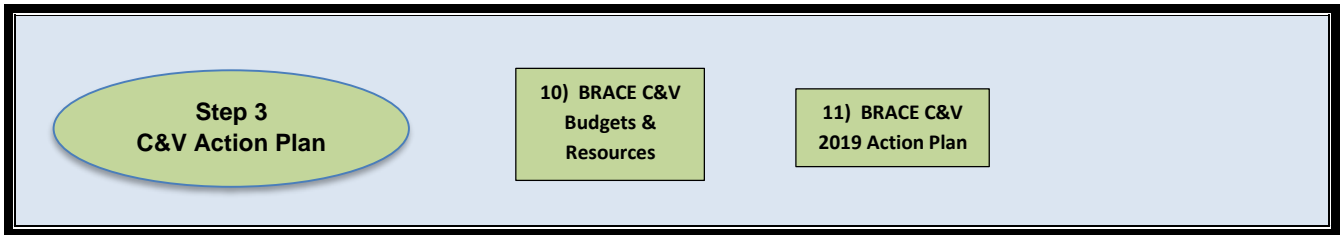
# 3

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## Step 3 The BRACE 2019 C&V Action Plan



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## 10. BRACE C&V Budgets and Resources

### Design and Disseminate the C&V Messages According to the Resources Available

The C&V Messages Action Plan, consolidates the insights of the two previous steps into an Action Plan. The C&V Messages Action Plan is drawing on available BRACE C&V Budgets and other Resources of the BRACE Implementing Partners (IPs), in consultation with the GoB and EUD. Before identifying the possible portfolio of BRACE C&V Messages that are to be designed and delivered, it is imperative to get clarity **on the Budget and other resources that are available for C&V activities and outputs**. Each BRACE IP has its own C&V Budget.

For C&V Messages that are to be designed or disseminated by several IPs, or are targeted at the same audiences, there is a need to coordinate the use of the C&V Budgets of the respective BRACE IPs.

For sustained impact it is important to have a dedicated budget for all communication efforts. As a rule of thumb 10% of a program budget could be set aside for communication and PR efforts. Two percent of this budget should be kept aside for pool/common activities and the remainder should be divided amongst the organizations based on their allotted communication activities. Conversely, each organization can allocate 10% of their BRACE program budget to communication activities and put aside 2% of that for joint activities.

However, in case the 10% amount is not enough, then efforts should be made to seek further approval from EU or the Government of Balochistan to spend a higher portion on C&V. It should be noted that in the transformative BRACE Programme, there will be a strong overlap between the C&V Activities and Capacity-building activities, especially when for the two-way communication C&V Messages, thus we may adopt a flexible approach to the 10% rule and approve C&V Messages and Budgets on its own merits, and focus on C&V Action Plan and the 2019 Portfolio of C&V Messages.

### Resourcing and Staffing of the C&V Team

The communication efforts for the BRACE program will only be efficient and effective, if there is a strong and well-resourced team behind the efforts to coordinate all communication efforts and ensure consistent and synergized effort at all levels by all partners. It is proposed that the C&V team should draw on or include at least one manager level Communication officer with the Government of Balochistan, to lead and coordinate the communication activities. Similarly, there should be one to two staff to coordinate and lead the communication efforts from their organization respectively.

A Communication Committee should be formed consisting of communication focal persons from all partners working on the BRACE Program. Communication activities should be divided amongst the partners as per their strengths and relevant program areas, however, common communication activities will be implemented by all partners under the leadership of the Government of Balochistan.

### BRACE C&V Committee (see annex 3)

This section is still to be worked out by a working group of the TA, RSPN, BRSP and NRSP, with support from PARTICIP Consultants. Decisions and formal announcements are to be made on:

- The BRACE C&V Communications & Visibility Committee members, and the BRACE IPs communication focal persons will be part of this BRACE C&V Committee along with the EUD programme manager.
- The BRACE C&V Communications & Visibility Committee ToR which are to clarify how and how often the BRACE C&V Committee will meet to coordinate and finalize the IPs Annual C&V Messages Action Plans, in line with (step 4 of) the adopted C&V Strategy, and the work plans that make clear how the respective IP's C&V Action Plans will be implemented.



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## 11. BRACE 2019 C&V Messages

The C&V Messages Action Plan for 2019 is to facilitate turning communication ideas into activities that can be implemented collectively, to support successful implementation of the BRACE Programme. The C&V Messages are ultimately, to support the achievement of the BRACE Programme goals

Based on a consultative and participatory BRACE C&V Workshop (August 2018), in which all IPs participated, the draft C&V Strategy and an initial set of 11 BRACE Key-messages were identified (Section 5). By following a 3-Step Approach the C&V Strategy was OPERATIONALIZED, and a draft portfolio of 2019 C&V Messages and Activities was identified.

The draft 2019 Portfolio of BRACE C&V Messages is to be discussed with all BRACE IPs, the EUD and the GoB, to be adapted and then worked out in detail, using the C&V Messages Identification Template, The finalized C&V Messages are then to be adopted as the 2019 C&V Messages Action Plan.

### BRACE C&V 2019 MESSAGES – Summary

The List of BRACE C&V Messages needs to be worked out using the C&V Message Templates, in Annex 5.

	Purpose Title Description	Activity Description	Audience	Tool/ Channel	LEAD	Timeline	Q1	Q2	Q3	Q4
(1) Inform	Create awareness about the programme and the activities amongst all audiences	Develop and share messages and information about the BRACE Programme and its goals and objectives.	Project Team Influencers Wider Audience Media	Brochure/Leaflet in English, Urdu and Regional Languages		Ongoing	x			
				Dedicated BRACE Programme website			x	x	x	x
				Dedicated Facebook and Twitter platforms for the BRACE Programme			x	x	x	x
				3 minute documentary				x		
				Seminar on the BRACE Programme			x			
			Media	Media sensitization workshop		Once		x		
	District Teams Beneficiaries	Design, print and disseminate Panaflex Posters in key community locations to show the process flow and positioning of the BRACE Programme		Once with each district team	x	x				
	Ensure visibility of EU amongst the community, GoB & Development partners	Ensure branding of EU is placed on all communication and information material using the EU Branding Guidelines	All Audiences	All communication products and material to carry the EU logo and branding as per the EU guidelines		Ongoing	x	x	x	x



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		Develop Signage with EU guidelines for the Project offices and Local Community centres where BRACE Programme is being implemented	All Audiences	Outdoor signage of the BRACE Programme with the EU logo in project areas		Once	x					
Provide oversight to EU and GoB	Share regular information and progress updates		Project Team	Share reports and presentations through a specially created email, for the BRACE programme		Once a quarter	x	x	X	x		
			Project Team and Senior Members of the GoB	Create a close whatsapp group and ensure regular information flow on progress, achievements and gaps through audio/video/text messages		ongoing	x	x	x	X		
			All Audience	E-Newsletter		Twice a year		x			x	
			Project Team, Influencers, Wider Audience Media	Seminar on the Progress of the BRACE Programme		Once				x		
			Media	Press Kit (Press Brief, Fact Sheet, Press Release)		Once					x	

Guiding Principle	Activity	Audience	Tool/ Channel	LEAD	Timeline	Q1	Q2	Q3	Q4
<b>(2) Empower</b>	Equip beneficiaries and communities with the information and knowledge to empower them to take actions of their development and progress	Beneficiaries	A step by step guide printed in full colour with images and easy language text explaining the benefits of the BRACE Programme and what actions beneficiaries and communities need to take		Ongoing	x		x	
			An animated explanatory videos and illustrated digital content placed on Facebook and shared in meetings					x	
			Sensitization workshops and face to face meetings with community.						



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Guiding Principle	Activity	Audience	Tool/ Channel	LEAD	Timeline				
						Q1	Q2	Q3	Q4
(3) Mobilize	Advocate and build buy in with GoB and Parliamentarians	Share the benefits of the BRACE Programme and highlight its needs, with a call to action to the GoB and Parliamentarians	Influencers Wider Audience	Parliamentary committee and GoB meetings	Once		x		
			Media	Twitter hashtag campaign with messages with call to action for GoB and Parliamentarians tagging them	One Campaign				x
				Media sensitization workshop leading to articles from the media highlighting the needs and required actions from GoB and Parliamentarians	Once		x		
	Advocate with citizens and communities for their ownership	Hold Student Union interactions at the community level to mobilize students to get involved and advocate for the BRACE Programme	Beneficiaries	Meetings/Seminar with students unions at the district level	Once in each district			x	
	Advocate with the development partners for stronger partnerships	Bi-lateral and Multi-Lateral discussions to build linkages with other development partners working on similar issues	Influencers Wider Audience	Meetings held with GoB and development partners	Once		x		
	Organize a meet up with local bloggers to encourage them to take up the cause and write on the areas of the BRACE Programme	Media	A blogger meet up held with bloggers from Balochistan and social issue bloggers to create mobilise them to advocate for the cause	Once				x	



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Guiding Principle	Activity	Audience	Tool/ Channel	LEAD	Timeline	Q1	Q2	Q3	Q4	
<b>(4) Accountability</b>	Provide progress data to EU	Develop and disseminate progress reports, presentations and data along with photographs and success stories from the field	EU	Routine M/Q/A Progress reports  Email reports with success stories photos, short mobile phone videos if required		Monthly Quarterly Annual	x	x	x	x
	Provide progress data to GoB and Parliamentarians	Hold a progress update meeting with representatives of GoB and Parliamentarians to share the progress	Influencers Wider audience	All communication products and material to carry the EU logo and branding as per the EU guidelines		Once				x
	Provide progress data to the communities and beneficiaries	Hold face to face meetings with community representatives and beneficiaries to provide updates on the progress of the BRACE Programme	Beneficiaries	Share programme updates through community meetings		Once				x

Guiding Principle	Activity	Audience	Tool/ Channel	LEAD	Timeline	Q1	Q2	Q3	Q4	
<b>(5) Innovate</b>	Encourage and support relevant departments within GoB to develop new strategic frame work	Hold a policy dialogue with Senior Representatives from GoB and experts to start the discussion on the new strategic framework	Influencers	Dialogue session		Ongoing			x	
	Improve Community Development/Community Empowerment initiatives	Workshop to share best practices and lessons learnt to develop improved initiatives	Development and social sector organizations	Workshop held in Quetta with CBOs, NGOs and other development partners		Once		x		





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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



**4**

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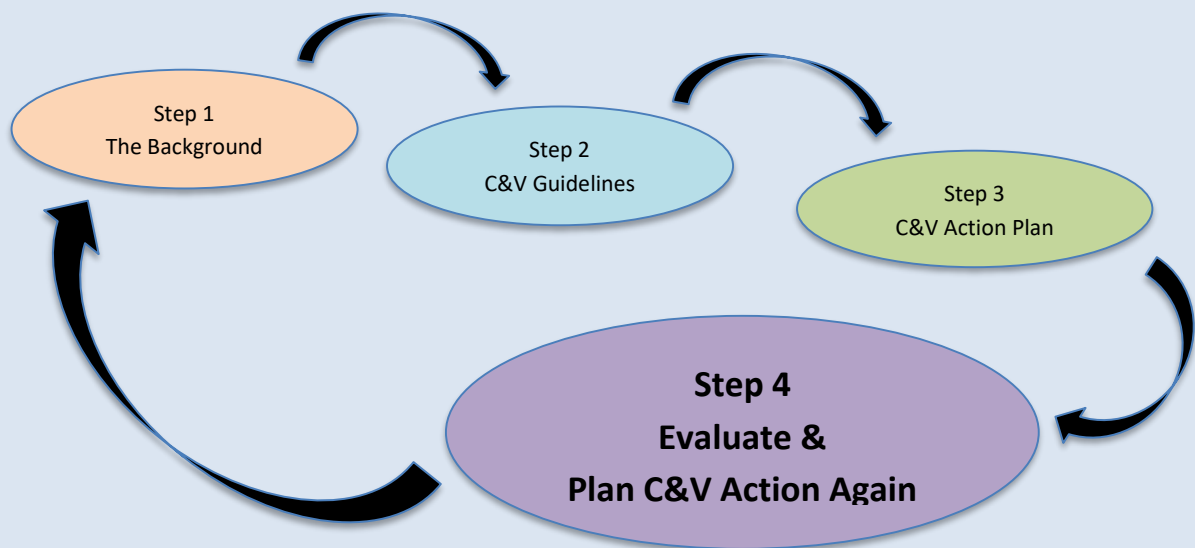
**Step 4 Update Annual C&V Action Plan**



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## 4-Step Approach of BRACE C&V Strategy and Annual BRACE C&V Action Planning



The Context within which the BRACE Programme is implemented may change, and lessons will be learnt, and therefore, and Step 4 specifies that an update of the BRACE Annual portfolio of effective and relevant BRACE C&V Messages is required, by quickly repeating steps 1,2 and 3.

The **C&V Messages Portfolio and Action Plan are living documents** and will be monitored and executed during program planning, execution, and completion, all the while adjusting itself to the changing needs of the program, and an annual reviews and update exercises is scheduled.

The aim of the C&V Messages Action Plan is to ensure that BRACE Communications contributes to mobilisation of community-based organisations, and better informs citizens about the policy objectives, and develop a coordinated approach for collective action. This requires **evaluation and consultations with the GoB and the communities on the efficacy of the BRACE C&V Messages.**

The C&V strategy development process started with the assessment of the communication needs and concludes with the elaboration of annual rolling BRACE C&V Messages action plans, with an annual review of the communication strategy and annual updates of the Annual C&V Messages Action Plan.

**The BRACE C&V Communication Committee and C&V Team** to be formed from communication focal persons from all partners working on the BRACE Program, is to draw up and adopt a **BRACE C&V Action Planning Memo**, seeking endorsement from IPs and EUD on the procedure and timings to update the C&V Strategy and the C&V Action Plans.



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# Annexes

- A1 EU C&V Guidelines (2018)**
- A2 BRACE Programme**
- A3 BRACE Implementing Partners Media Units**
- A4 BRACE C&V Workshops (August 2018)**
- A5 BRACE 2019 C&V Messages/Templates**



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## BRACE Programme C&V Strategy and C&V 2019 Action Plan



## Annex 1 EU C&V Guidelines (2018)



EUROPEAN UNION



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### EU Logo Rationale and Description

The EU emblem is the default visual brand used to acknowledge and advertise the Union's financial support for an external action. No other visual brands may be used for this purpose. Exceptions may be authorised only in very rare cases at the sole discretion of the European Union. All such exceptions require the EU's prior written agreement.

Immediately below or beside the EU emblem, the Union's financial contribution must be acknowledged with the words 'Funded (or 'Co-funded', as appropriate) by the European Union' (spelling out the words 'European Union' in full). A specific reference to humanitarian aid and/or civil protection may be added to EU-financed actions in this field where appropriate.

### EU LOGO SIZE AND COLOUR ON DIFFERENT BACKGROUNDS

Regardless of the scale, scope or objective of an action, the EU emblem must be visibly and prominently displayed - at least as prominently as that of the implementing partner concerned - on all communication and visibility materials associated with the action.

1. The EU emblem is the main element of the Union's visual identity, and partners must refer to the guidelines on EU visual identity designed to ensure its correct use
2. The minimum height of the EU emblem is 1 cm
3. The name of the European Union must always be spelled out in full
4. The typeface used in conjunction with the EU emblem must be one of the following: Arial, Calibri, Garamond, Trebuchet, Tahoma, or Verdana. The use of italics, underlining and font effects is not permitted
5. There are no particular rules on the positioning of text in relation to the EU emblem, but the text may not interfere with, cross or cover the emblem in any way
6. The font size used must be proportionate to the size of the emblem
7. Depending on the background, the colour of the font may be reflex blue (the same blue colour as the EU flag), black or white
8. For Colours on different background, please refer to following link:  
<http://publications.europa.eu/code/en/en-5000100.htm>



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## BRACE Logo Rationale and Description

BRACE logo is designed to give the Programme a unique identity and reflection in terms of cultural context and visibility outreach. The designed logo has a background with reference to the cultural context and geographical representation of programme in Balochistan. The graphical representation of stylized figures cheering while holding hands. These figures, when joined, also form a flower that represents happiness and hope, moreover the 8 petals represent 8 districts of the programme. The colours used are according to the prominent shades used in Balochistan's cultural embroidery. The geometrical pattern in the center is a cultural design used in almost all cultural clothing, carpets, and truck art in Balochistan, hence representing different ethnicities and backgrounds in one figure.

**BRACE** LOGO SPECIFICS

**LOGO CLEAR SPACE**

GREY STRIPPED AREA INDICATES SAFE ZONE OTHER GRAPHICAL AND VISUAL ELEMENTS CAN BE SAFELY POSITIONED UP TO THE ADJOINING BLUE AREA.

BLUE INDICATES CLEAR SPACE. THE BLUE AREA MUST BE KEPT FREE OF ALL OTHER GRAPHICAL AND VISUAL ELEMENTS.



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BRACE

TYPEFACE DETAILS

TYPEFACE

BRACE

OPEN SANS LIGHT

ABCDEFGHIJKLM

NOPQRSTUVWXYZ

abcdefghijklm

nopqrstuvwxyz

1234567890

TYPEFACE

BALUCHISTAN RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT PROGRAMME

NEXT ART LIGHT

ABCDEFGHIJKLM

NOPQRSTUVWXYZ

ABCDEFGHIJKLM

NOPQRSTUVWXYZ

1234567890



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# BRACE

## COLOR SPECIFICATIONS

CMYK Full



PANTONE P 5-7 U  
C=20, M=20, Y=93, K=3  
Hex: cdb630



PANTONE P 129-15 U  
C=87, M=34, Y=57, K=27  
Hex: 006a62



PANTONE P Process Black U  
C=0, M=0, Y=0, K=100  
Hex: 231f20



PANTONE P 64-15 U  
C=29, M=89, Y=57, K=31  
Hex: 8d2a3d

CMYK Full Grayscale



C=0, M=0, Y=0, K=100  
Hex: 231f20



C=0, M=0, Y=0, K=81  
Hex: 303030



C=0, M=0, Y=0, K=38  
Hex: 9f9f9f



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# BRACE

## LOGO USAGE

LOGO USAGE  
AGAINST DIFFERENT  
BACKGROUNDS



AGAINST WHITE



AGAINST BLACK



AGAINST LIGHT PICTORIAL



AGAINST DARK PICTORIAL



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## General Sequence of Logos on Publications/IEC

Adherence to guidelines for use of logos is mandatory for all partners. Following logo guidelines should be ensured in designing or production of any communication and visibility product.

LOGO	SEQUENCE AND POSITION
<b>EU, BRACE AND GOB</b>	<p><b>EU logo, Government of Balochistan</b> and <b>BRACE logos</b> are the mandatory part of all visibility and communication based products.</p>
<b>EU</b>	<p><b>EU logo</b> will generally be positioned on left in any given product as: IEC material, Banners, Plaque, Stickers, Mugs or Standees. The position of logo be changed exceptionally.</p> <p><b>EU logo</b> with <b>Urdu typeface</b> of “European Union” as previously placed on page 21 should be used at field level.</p>
<b>BRACE</b>	<p>Keep <b>BRACE logo</b> in the middle between logos of <b>EU</b> and Government of Balochistan, once using together on Banners, Standees, Certificates, Name Tags, Reports, Publications, Diaries, Notepads, etc.</p> <p>Use <b>BRACE logo</b> with full typefaces where space margin is enough to make the readability of text “Balochistan Rural Development and Community Empowerment Programme” much clear.</p>
<b>RSPN, RSPS AND HD</b>	<p>In usual design work <b>RSPs</b> and <b>HD logos</b> will come at the bottom of a product say a banner, standee, booklet or any other visibility in a sequence as bottom left with RSPs logos while bottom right with <b>Human Dynamics</b>.</p> <p>The space between <b>RSPs</b> and <b>HD logo</b> is not mandatory, and can be used on equal space as shown in samples.</p>
<b>IEC SAMPLES</b>	<p>Samples of Designed Products are pasted on page 28-29 for reference and more clarity of the reader.</p>





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## SUGGESTED GUIDELINES FOR SIZE AND DURATION OF DIFFERENT PRODUCTS:

### NEWSLETTER

The newsletter of the BRACE Programme could be of 6 – 8 pages

### E-NEWS BULLETIN

The E-News Bulletin will be of 1-2 pager

### DOCUMENTARY

The ideal and recommended duration for BRACE Documentary is 5 minutes. However, EU appreciates and emphasised over shorter videos.

### SHORT VIDEOS

Short videos serve the best tool to communicate on social media. The lesser is the more productive. Keep them 1-2 minutes





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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



**Samples IEC Products:**

**Banner**





**VILLAGE ORGANISATIONS (VOs) MEETING UNDER THE BRACE PROGRAMME**

European Union funded BRACE Programme is being implemented in close collaboration with Local Government & Rural Development Department, Government of Balochistan

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IMPLEMENTING PARTNERS FOR THE BRACE'S GRANT COMPONENT:   

PROGRAMME TECHNICAL ASSISTANCE PARTNER: 







BALUCHISTAN RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT PROGRAMME

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IMPLEMENTING PARTNERS FOR THE BRACE'S GRANT COMPONENT:   

PROGRAMME TECHNICAL ASSISTANCE PARTNER: 



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# Balochistan Rural Development and Community Empowerment Programme (BRACE)

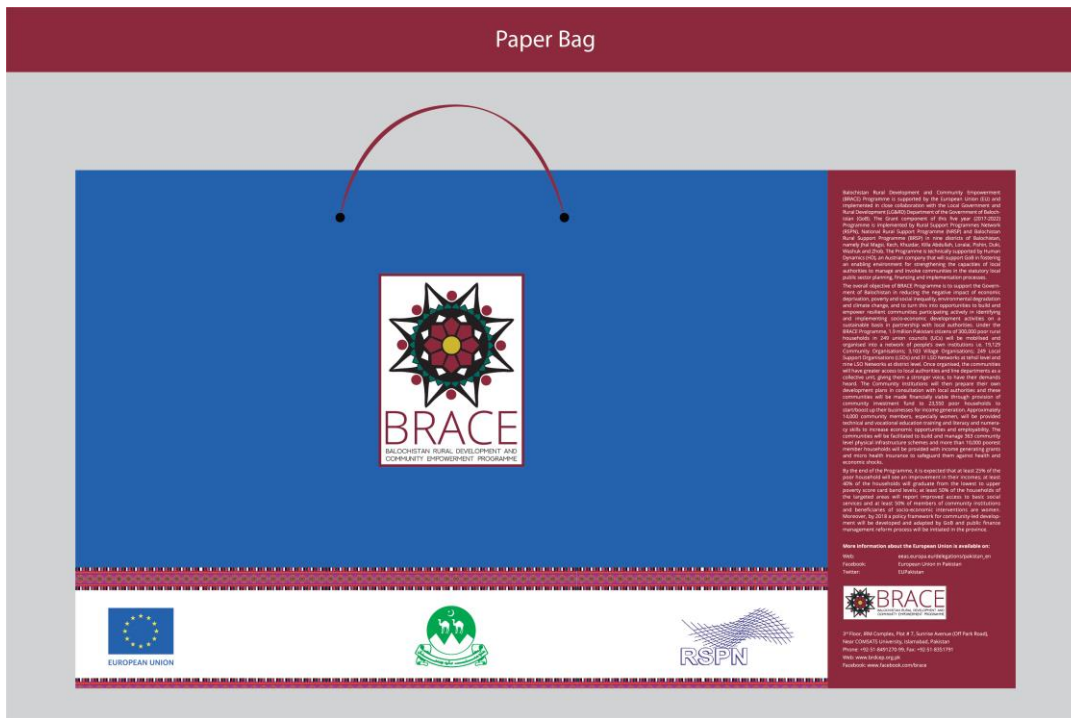
## BRACE Programme C&V Strategy and C&V 2019 Action Plan



### FILE COVER DESIGN



### Paper Bag



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**Annex 2 BRACE Programme Flyer/Brochure / Business Card / LOGO**



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**Balochistan Rural Development & Community Empowerment Programme (BRACE)**

Developing State – Citizen Partnerships



<b>PROGRAMME SYNOPSIS</b>	Balochistan Rural Development and Community Empowerment (BRACE)
<b>Cost</b>	Euro 46.79 Million (EU 45 Million and GoB 1.79 Million)
<b>Duration</b>	5 years (1 July 2017 - 30 June 2022)
<b>GoB Focal Department</b>	Local Government & Rural Development Department, Government of Balochistan
<b>Implementing Partners</b>	Rural Support Programmes (RSPN, BRSP, NRSP) with TA from Human Dynamics & Oxford Policy Management
<b>Location</b>	Balochistan: Districts Pishin, Loralai, Duki, Killa Abdullah, Zhob, Jhal Magsi, Khuzdar, Washuk and Kech
<b>Beneficiaries</b>	1.9 million citizens or 300,000 households
<b>Sector</b>	Local Development

**BRACE Overall Objective** Support the Government of Balochistan (GoB) 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

**Specific Objective 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;

**Specific Objective 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.

EXPECTED IMPACT	EXPECTED OUTCOME	EXPECTED RESULTS
25% of the targeted poor households see an improvement in their incomes	50% HH targeted areas report improved access to basic social services and increased income	Approx. 300,000 Households in 9 Districts are mobilized through people’s own institutions
	Policy Framework for community led Local Government Reforms supported by PFM	50% of women beneficiaries reporting improved life skills, economic empowerment, enhanced mobility
	Reforms	10% of the development plans’ resources mobilized from sources other than the Government investments
	50% improvement Citizen’s Perception of their involvement in Local Government matters	70% of the Community Institutions meet minimum threshold on the Institutional Maturity Index (IMI)
40% households graduate from lowest (0-11 score) to upper poverty scorecard band levels	50% of Beneficiaries socio-economic actions are women	<p><b>BRDA</b> Balochistan Academy for Rural Development is capacitated to provide training on community led development</p> 90% of the climate resilient community infrastructure are functional and maintained by community
		100% Community Organisations (COs), Village Organizations (VO) and Local Support Organizations (LSO) have developed Village Development Plans (VDP) in partnership with local governments/authorities



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**THE TRANSFORMATIONAL BRACE PROGRAMME INTERVENTION IN BALOCHISTAN AND THE ROLE OF THE EU**

**THE PRESENT**

According to the Government of Pakistan's Multidimensional Poverty Study nearly 39% of Pakistanis live in multidimensional poverty. The highest rates of poverty are in Balochistan and FATA. Out of the 20 highest poverty-stricken districts 16 are in Balochistan (2012). The Province of Balochistan is also in a state of crisis due to isolation and poor socio-economic development

**THE FUTURE**

Sustained socio-economic benefits for approximately 300,000 poor rural households in Balochistan through improved access to basic social services, income generating activities and increased community engagement in local government planning and development activities. This will be supported by PFM reforms to improve budget transparency, planning and execution. 50% of the beneficiaries will be poor rural women.

**THE ROLE OF THE EU**

The EU is supporting the Government of Balochistan reform its Strategic Local Government and Sector Policy & Fiscal Framework to empower the (Sub)-District Authorities and Communities to invest in sustained socio-economic benefits for the rural poor. Implementation of such reforms will contribute to provincial, national and even regional stability. The reforms also aim to increase compliance of the GoB PFM systems with Budget Support Eligibility Criteria thereby paving the way for future Sector Budget Support.



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**Peter Portier**  
Team Leader



**BALOCHISTAN RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT PROGRAMME (BRACE)**  
Technical Assistance (TA) Project



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## BRACE Programme C&V Strategy and C&V 2019 Action Plan



### Annex 3 BRACE Communications Committee and Team

This Annex is still to be worked out by a working group of the TA, RSPN, BRSP and NRSP, with support from PARTICIP Consultants. Decisions and formal announcements are to be made on:

- The BRACE C&V Communications & Visibility Committee members, and the BRACE IPs communication focal persons will be part of this BRACE C&V Committee along with the EUD programme manager.
- The BRACE C&V Communications & Visibility Committee ToR which are to clarify how and how often the BRACE C&V Committee will meet to coordinate and finalize the IPs Annual C&V Messages Action Plans, in line with (step 4 of) the adopted C&V Strategy, and the work plans that make clear how the respective IP's C&V Action Plans will be implemented.



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## Annex 4 BRACE C&V Workshops (August 2018)

The BRACE C&V Workshop of August 2018 resulted in 11 Key messages which are presented in STEP 1 – SECTION 5

### 11 BRACE Key-Messages

#### The BRACE Communication Planning Workshop Agenda

August 1, 2007 9:00 am – 5:00 pm DAY 1

9:00 am – 9:30 am	Registration & Networking	
930 am – 9:40 am	Welcome and Statement of Purpose	
9:40 am to 9:45 am	Opening Remarks	Arshad Rashid
9:45am to 9:50 am	Opening Remarks	Kamber Dasti
9:50 am to 10:10 am	BRACE Project and its Objectives	
10:10 am to 10:20 am	Features of the Communication Plan	
10:20 am to 10:40 am	EU Visibility Requirements	
TEA (10:40 am to 11:00 am) and breakout into groups		
11:00 am to 11:15 am	ICE BREAKER	
11:00 am to 12:00 pm	Communication Objectives	
	A. What are the communication needs?	
	B. Thinking specific SMART objectives	
	a. Who, What, When, Why, How	
12:00 pm to 1:00 pm	Engaging the Stakeholders and Audience (Influencers, Beneficiaries, Wider Public, and Media)	
	A. Profiling the Target Audience – Messengers, Audience and Stakeholders	
	a. Who needs to know about the project and its activities?	
	b. Who have an effect on the activities and/or	
	c. Who can be affected by the activities	
	B. Current mindset and desired mindset	



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- C. Behaviour and communication action expectations from the each of the audience and stakeholders
- D. Motivations of the target audience
- E. Specific target audience and stakeholder objectives

**Lunch (1:00 pm to 2:00 pm)**

**2:00 pm to 3:00 pm                      Engaging the Stakeholders and Audience (cont.)**

**3:00 pm to 5:00 pm                      Key Messages**

- A. SWOT Analysis
- B. Based on the SWOT analysis what are the main messages of the project
- C. Based on the information and action needs of each audience what key messages do you want to communicate to each audience?
- D. Some questions to ask:
  - a. What questions do people ask staff during field visits?
  - b. What do people need to understand in order for the program to succeed?
  - c. What would you want to know about the program if you lived in the community?
  - d. Is there any information that should not be shared, given the context?

**WORKING TEA (4:15 pm to 4:30 pm)**

**5:00 pm to 5:10 pm                      Summing up for the Day**

August 8, 2018                      **9:00 am – 5:00 pm DAY 2**

**9:00 am – 9:10 am                      Recap of Day 1 and outline of Day 2**

**9:10 am to 11:10 am                      Tools & Channels**

- A. What tools are available to the different audience and which ones do they use the most
- B. What tools are the best for which message, two way communications and call for actions





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- C. Are there any risks attached to using any of the channels and tools
- D. Which tools and channels have the best value for money
- E. Is there a feedback mechanism required? If yes, then which tool and channel is the best fit for it.

**WORKING TEA (10:10 am to 10:30 am)**

**11:10 am – 1:10 pm**

**Communication Activities – Internal & External**

- A. What key activities will you need to complete in order to roll out this communication plan?
- B. Do certain target groups need to be informed before others?
- C. Who will lead the activities?

**Lunch (1:10pm to 2:00pm)**

**2:00 pm to 4:00 pm**

**Time Frame and Performance and Impact Indicators**

- A. Which activities need to be implemented when?
- B. Which information needs to be shared when?
- C. What will determine the success of the activities?
- D. What will be the source of the indicators?
- E. How often will they be they be collected?
- F. How will it be collected?

**TEA (4:00 pm to 4:15 pm)**

**4:15 pm to 4:45 pm**

**Sum up of Workshop and Final Input**

**4:45 pm to 5:00 pm**

**Closing Remarks**





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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



**The August 2018 C&V Workshop carried out a SWOT analysis and identified the unique features, strengths and opportunities of the BRACE programme. These features and points are to be used to craft relevant key messages for the stakeholders and targeted audiences.**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Outreach to community</li> <li>• Acceptance at community level</li> <li>• Gender mainstreaming</li> <li>• Both demand and supply side</li> <li>• Ownership, support and partnership of Government</li> <li>• Existing linkages with stakeholders</li> <li>• Community led development approach</li> <li>• Creating synergies between partners</li> <li>• Organized communities</li> <li>• Social mobilization</li> <li>• Civic oversight</li> </ul>	<ul style="list-style-type: none"> <li>• No shared programme identity/identity crisis</li> <li>• Working in silos/isolation</li> <li>• No visibility of M&amp;E framework by Government</li> <li>• Lack of coordination within Government relevant departments</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Community Empowerment</li> <li>• Community led framework</li> <li>• Economic development</li> <li>• Participatory Research</li> <li>• Gender Mainstreaming</li> <li>• Poverty reduction</li> <li>• Increased synergies amongst development partners</li> <li>• Improved service delivery</li> <li>• Improved capacities</li> <li>• Innovation in development approaches</li> <li>• Relationship building between right holders and duty bearers</li> <li>• Organizational development/Institutional building</li> <li>• Sustainable development solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Security Threats</li> <li>• Political instability</li> <li>• Corruption</li> <li>• Natural and man-made disasters</li> <li>• Negative perception</li> <li>• Political Influence</li> <li>• Lack of women participation</li> <li>• Religious “factors”</li> <li>• Dependency of communities</li> <li>• Lack of demand and participation from the community</li> <li>• Building high expectations</li> </ul>





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## Annex 5 BRACE 2019 C&V MESSAGES – FILLED OUT TEMPLATES

BRACE C&V Messages templates are grouped by LEAD-IP who are to take the lead

In that way the C&V Action Plans per IP are immediately clear

**RSPN**

**BRSP**

**NRSP**

**TA/HD**

**Monitoring/Evaluation**



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# C&V MESSAGES RSPN



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**BRACE 2019 C&V MESSAGES – RSPN**

1. Proposed Work Plan of RSPN’s Component							Y1	Y2	Y3	Y4	Y5
Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
1	BRACE Programme Launch	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	RSPN will support BRSP & NRSP in organising the programme launching workshop in Quetta to launch the Programme at Provincial and inform key stakeholder about the objectives and results of the Programme and have their buy-in right from the onset of the Programme.	Introduce the Programme and its importance to key stakeholders, especially Government of Balochistan and development partners and have their buy-in from onset of the Programme	RSPN	Yes	1				



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



2	Biannual Newsletter	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE's ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	RSPN	Yes	2	2	2	2	2
3	Monthly E-news Bulletin	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	E-Bulletins will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE's ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	RSPN	Yes		6	12	12	11
4	Case Studies (Written Case Studies)	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	IEC material with the key messages of BRACE, outlining its objectives and vision, along with updated to be displayed and shared to increase knowledge about the Programme	The case studies and success stories will be highlighting the impact of BRACE Programme over the lives of communities and showcasing the efforts of EU and RSPs in promoting CCD for rural development in Balochistan.	RSPN	Linked with Field Visits		4	6	6	6



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5	Annual Report	KPIs	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Annual KPIs report showcasing the Key Performance Indicators of the Programme will be compiled and printed by RSPN	The KPIs report will highlight the annual progress of the Programme under different sections. It will help build understanding and information of the internal and external stakeholders on Programme's key activities and annual development.	RSPN	Yes	1	1	1	1	1
6	RSPN's Annual Report		For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Annual Report of RSPN will be showcasing the annual performance of the Programme, KPIs, Case Study and pictures of the Programme will be compiled and printed by RSPN	The Annual Report will briefly highlight the annual progress of the BRACE Programme under a defined chapter. It will help build understanding and information of the internal and external stakeholders on Programme's key activities and annual achievements.	RSPN	No	1	1	1	1	1
7	RSPN's Quarterly 'Outreach' Newsletter		For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	'Outreach' is a quarterly newsletter, published by RSPN's core communications team. It will be having minimum one story of the BRACE Programme along with pictures and additionally if any impressive case study from field.	'Outreach' is a core communication publication of RSPN. It is quarterly published and shared with all internal and external stakeholders of RSPN, RSPs, EU and other donors. Through Outreach, BRACE Programme's updates will also be shared with all targeted audiences.	RSPN	Charged under RSPN's Core Communication	2	4	4	4	4



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8	Thematic Studies	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Thematic and sectoral studies/assessments will be conducted specific Programme interventions, e.g. community investment fund/income generating grants, and internal lending, sustainability and continuity of community physical infrastructure and technical and vocational skills training.	Generating and showcasing evidences of the CDD interventions of lives of communities as: Community Investment Fund, Income Generating Grants etc.	RSPN	Yes		1	1	1	
9	Participatory Action Research	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Three Participatory Action Research studies will be undertaken to inform policy debate for the broader issues e.g. poverty dynamics, inclusive development and Local Governance for development of	Recommendations from these studies will inform the development of Local Development Policy Framework	RSPN	Yes			1	1	1
10	Documentaries	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	A documentary to visually share the concepts, components and highlights of BRACE and its achievements, to be shared through TV, social media, events and Whatsapp.	These documentaries will be communicating about the intervention logic of the Programme, expected outcomes and impact, showcasing field interventions and efforts by EU and partners for uplifting lives of rural poor. Will help enhanced	RSPN	Yes	1		1		1



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			Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, Whatsapp and Facebook groups and Seminars	visibility and branding of the EU, as we will be screening them on different platforms as RSPs retreat, LSO Convention, Workshops and other events.							
11	Media Visits	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Take media on field visits to the communities for them to see the activities and progress made through BRACE	Media visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people's potential. Promotion of EU's efforts and RSPs in sharing it with masses, media, partners, donor agencies and communities.	RSPN	Yes		1	1	1	1
12	Face to Face Meeting with Media	Media, Influencers,	Bi-Annual/Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions	Strong linkages building with media to highlight Programme activities, events, filed activities and promotion of EU and RSPs' role under BRACE	RSPN	Linked with Media visits	1	1	1	1	1
13	National LSO Convention	For Internal & External Audiences as identified and defined in Global	RSPN in collaboration with BRSP and NRSP, will organise annual convention of LSOs at national level. At the conventions in addition to the LSOs presenting their	The conventions will communicate the Programme to key stakeholders at national level as well as will be a forum for the policy advocacy for the	RSPN	Will be organised in collaboration with EU funded	1	1	1	1	1



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		C&V Plan/Strategy	work RSPN will also present the finding from its research work, with a specific aim of informing Balochistan Local Development Policy Framework.	development of Local Development Policy Framework		SUCCESS Programme					
14	Short Videos	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, Whatsapp and Facebook groups and Seminars	Will help serve the purpose of information dissemination, Image Building , Linkages, Outreach, Showcasing, Visibility and Branding	RSPN and RSPs in collaboration with Participate	We do not have specific budget for this	2	5	6	6	6
15	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders.	RSPN	No	1	2	2	2	2
16	Newspapers/Online Blog Articles	For Internal & External Audiences as identified and	Engage the media to publish/broadcast positive news and updates about BRACE to create an	Will help to reach a wider audience, to communicate about BRACE and its impact.	RSPN	Yes		3	5	5	5



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		defined in C&V Plan/Strategy	endorsement for the programme and share the clippings and links through social media and the website as well								
17	Social Media (Facebook)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Social media pages created for BRACE on Facebook and twitter. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily.	Help communicate about ongoing BRACE's activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of Programme's interventions on lives of communities.	RSPN RSPs	No	Minimum 3 posts / week	5 posts /week	5 posts /week	5 posts /week	5 posts /week
18	Interviews of Chairman/CEO/COO/in national and local media	- For Internal & External Audiences as identified and defined in C&V Plan/Strategy	How EU and RSPs are collaborating to support and strengthen the capacity of GoB for rural development in Balochistan	National level Advocacy, communication, visibility, linkages building and promotion.	RSPN	No		1	1	1	1
19	International Experience Sharing & Learning Visits	RSPs GoB Policy Makers Influential	-Exposure - Impact - Learning	Insight and international exposure on CDD	RSPN	Yes	1	1	1	1	1
20	Seminars and/or Workshops	For Internal & External	Seminar to show case the successes and advocate for	Showcasing of BRACE Work among all stakeholders including	RSPN	Yes			1	2	2



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		Audiences as identified and defined in C&V Plan/Strategy	the goals and causes of BRACE and its communities	Media, EU, RSPs, NGOs, INGOs, GOB, Federal Government etc.								
21	Participation in National Conferences and Workshops	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities	Participation and representation of the BRACE Programme on different forums.	RSPN	Yes	1	1	1	1	1	1
22	Participation in International Conferences and Workshops	For wider External Audiences as identified and defined in C&V Plan/Strategy	Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities	Participation and representation of the BRACE Programme on different International forums.	RSPN	Yes			1	1	1	1
23	Exposure Visits of RSPs & GOB to other RSP areas	RSPs & GOB	Lesson learnt visits to examine the work and progress of other RSPs on different EU funded projects as SUCCESS.	Lesson learning from field an experience sharing	RSPN	Yes		1	1	1		
24	FACE Training Meetings for Communication Leads of RSPs	Communications Leads of RSPs	Capacity building of the communications Officers of RSPs on different C&V Skills.	Quality and Standardised Communication and Visibility under BRACE Programme	RSPN	No	1	1	1	1	1	1



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25	Printing and Dissemination of Visibility Items	For Internal and Wider External Audiences as identified in C&V Plan/Strategy	Printing of Visibility Items as Caps, Mugs, Wall Clocks, Pen, etc. to share with stakeholders at workshops, Seminars, Events	Improved Visibility and Branding of the BRACE Programme, EU, RSPN and RSPs.	RSPN	Yes	1		1		
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<b>C&amp;V Message</b>	<b>[ 1 / 01 / RSPN] BRACE Programme Bi-annual Newsletter</b>	
<b>INFORM</b>	Bi-Annual Newsletters will contain success stories, updates of BRACE activities, progress on objectives and messages from partners and Government Officials on BRACE.	
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>Wider Internal and External Audience</li> <li>RSPs</li> <li>GoB</li> <li>Federal Government</li> <li>Media</li> <li>Influencers</li> <li>NGOs/INGOs</li> <li>UN</li> <li>Social Media</li> <li>Other Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>RSPN</li> </ul>	BRACE-RSPN Component
<b>Channel &amp; Tools /Activities</b>		
BRACE Bi-annual newsletter will be published and disseminated by RSPN with the above target audience through email and courier, both in hard and soft forms. Its dissemination will help inform the relevant stakeholders of the BRACE Programme about ongoing activities and its impact over the lives of targeted communities. The publication will help to not only highlight the Programme but also role and efforts of EU and BRACE partners (GOB, RSPN, RSPs, HD) under BRACE Programme.		
<b>Work Plan:</b> BRACE Bi-annual newsletter will be compiled and published in Q1 of the year 2019.		

<b>C&amp;V Message</b>	<b>[ 1 / 02 / RSPN] Written Case Studies</b>	
<b>INFORM</b>	BRACE Case Studies/Success Stories will be capturing the human element of the programme, and showcase the its impact on the lives of targeted communities. They will be highlighting Programme's achievements through success stories, directly and indirectly narrating the life stories of the beneficiaries.	
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>RSPs</li> <li>GoB, Federal Government</li> <li>Influencers</li> <li>Community Leaders</li> <li>NGOs/INGOs</li> <li>UN</li> <li>Social Media</li> <li>Other Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>RSPN</li> </ul>	BRACE-RSPN Component
<b>Channel &amp; Tools /Activities</b>		
The case studies and success stories will be collected by RSPN team during the field visits. The will be developed in English and URDU, designed and disseminated to the targeted audience through emails, social media and on BRACE's website. These case studies will be highlighting the impact of BRACE Programme over the lives of communities and showcasing the efforts of EU and RSPs in promoting approach of CDD for rural development in Balochistan.		







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**Work Plan:** Total 4 Case Studies will be produced during the year 2019.

<b>C&amp;V Message</b> 			<b>[ 1 / 03 / RSPN] Monthly E-news Bulletin</b> Two Pager Fact Sheet with monthly updates of BRACE activities, focusing on internal activities, as meetings, workshops, trainings and other important field level facts and figures.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• Wider Internal and External Audience</li> <li>• RSPs</li> <li>• GoB</li> <li>• Federal Government</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Media</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>		<b>Budget</b> BRACE-RSPN Component	
<b>Channel &amp; Tools /Activities</b> The brief two pager document giving out monthly updates of the BRACE Programme. It will give brief overview of the progress with facts and infographics. <b>Work Plan:</b> 6 Monthly E-news Bulletins will be produced during the year 2019.					


<b>C&amp;V Message</b> 			<b>[ 1 / 0 4/ RSPN] Annual Key Performance Indicators (KPIs) Report</b> The KPIs report will highlight the annual progress of the Programme under different sections. It will help build understanding and information of the internal and external stakeholders on Programme's key activities and annual performance. It will also help contribute into accountability and evaluation part of the Programme and partners' performance.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• GoB, Federal Government</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>		<b>Budget</b> BRACE-RSPN Component	
<b>Channel &amp; Tools /Activities</b> Annual KPIs report will be showcasing the Key Performance Indicators of the Programme. It will be compiled by M&E Officer for BRACE-FRSPN component. The report will be later designed and printed to be shared with all above mentioned stakeholders. <b>Work Plan:</b> 1 KPI Report will be published in Q3 of the year 2019					






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<b>C&amp;V Message</b> 			<b>[ 1 / 05 / RSPN] Quarterly RSPs Social Mobilisation Outreach Newsletter</b> RSPN's quarterly OUTREACH covers social mobilisation outreach details of RSPs for each quarter. It will be containing a minimum one story based on any Programme update, event, field visit, case study of the BRACE Programme along with picture/s in every quarter.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• Wider National Audience</li> <li>• Federal Government</li> <li>• Provincial Governments</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN/Donor Agencies</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>		<b>Budget</b> RSPN's Core Communication	
<b>Channel &amp; Tools /Activities</b> 'Outreach' is a core communication publication of RSPN. It is quarterly published and shared with all internal and wider external stakeholders of RSPN, RSPs, EU and other donors. Through Outreach, BRACE Programme's updates will also be shared with targeted audience. <b>Work Plan:</b> 4 Quarterly Newsletters. (BRACE team will ensure its part of content in all published newsletter during the year 2019. However, as this is a combined publication of RSPN's projects, therefore; at times delays occur in its quarterly publication.					


<b>C&amp;V Message</b> 			<b>[ 1 / 06 / RSPN] Policy Brief</b> To share findings and recommendations of the research conducted and trends observed related to the policy areas focused by the BRACE Programme. To present relevant policy recommendations to the government and partners on evidence based research. To utilise this as a sustainable way of sharing knowledge and contribute to the existing knowledge base for CDD in Pakistan.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• Wider External Audience</li> <li>• GoB</li> <li>• Policy Makers</li> <li>• Federal Government</li> <li>• Development Practitioners</li> <li>• Influencers</li> <li>• RSPs</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>		<b>Budget</b> BRACE-RSPN Component	
<b>Channel &amp; Tools /Activities</b> RSPN will publish policy papers to utilise this as a sustainable way of sharing knowledge and contribute to the existing knowledge base for CDD in Pakistan. These briefs will be shared through emails, social media, website, and in hard form to the relevant target audience. <b>Work Plan:</b> One Policy Brief in Q2 of 2019.					






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<b>C&amp;V Message</b> 			<b>[ 1 / 07 / RSPN] BRACE Documentary</b> BRACE documentary will be communicating about the intervention logic of the Programme, expected outcomes and impact by showcasing the field interventions and efforts of EU and partners for uplifting lives of the rural poor. It will also be demonstrating the ongoing process of COs, VOs and LSO making.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• GoB</li> <li>• Federal Government</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• BRACE Communities</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>		<b>Budget</b> BRACE-RSPN Component	
<b>Channel &amp; Tools /Activities</b> A five to seven-minute introductory documentary of the BRACE Programme will be produced by RSPN. It will be disseminated by uploading on social media, RSPN website and BRACE website. Similarly, the documentary will be played during BRACE events, workshops and seminars. <b>Work Plan:</b> BRACE Documentary will be completed by February 2019.					


<b>C&amp;V Message</b> 			<b>[ 1 / 08 / RSPN] Press Release</b> RSPN will engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• Wider External Audience</li> <li>• RSPs</li> <li>• GoB</li> <li>• Federal Government</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN/Donor Agencies</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>		<b>Budget</b> BRACE-RSPN Component	
<b>Channel &amp; Tools /Activities</b> RSPN will prepare and disseminate URDU and English Press releases of different BRACE events as Workshops, LSO conventions, Community Dialogue and of others in national print media. It will help share information about BRACE, its objectives, interventions, impact and role of EU and partners with a wider national, international external stakeholder. <b>Work Plan:</b> Need based activity. However, RSPN will disseminate 2 to 3 Press Releases in this year.					







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<b>C&amp;V Message</b> 			<b>[ 1 / 09 / RSPN] Newspaper Online/Blog Articles</b> To reach out a general, wider audience and create awareness about BRACE Programme. It will help to reach a wider audience through updates, facts and achievements of BRACE and its overall impact in lives of rural communities.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• Wider Audience</li> <li>• Development Practitioners</li> <li>• Policy Makers</li> <li>• Government</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>		<b>Budget</b> BRACE-RSPN Component	
<b>Channel &amp; Tools /Activities</b> Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well <b>Work Plan:</b> RSPN will get publish 5 articles in newspapers and online blogs throughout the year.					

<b>C&amp;V Message</b> 			<b>[ 1 / 10 / RSPN] Media Visits</b> Media visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people's potential. Promotion of EU's efforts and RSPs in sharing it with masses, media, partners, donor agencies and communities.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• Wider Audience</li> <li>• RSPs</li> <li>• GoB</li> <li>• Media</li> <li>• Social Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>		<b>Budget</b> BRACE-RSPN Component	
<b>Channel &amp; Tools /Activities</b> RSPN will take provincial media on field visit of BRACE communities to see them activities and progress made through BRACE. <b>Work Plan:</b> One visit of Media in Q2 of 2019.					

<b>C&amp;V Message</b> 			<b>[ 1 / 11 / RSPN] Face to Face Meetings with Media</b> Bi-Annual/Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSP</li> </ul>		<b>C&amp;V Lead</b>		<b>Budget</b>	








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• Media	• RSPN	BRACE-RSPN Component
<b>Channel &amp; Tools /Activities</b> Strong linkages building with media to highlight Programme activities, events, field activities and promotion of EU and RSPs' role under BRACE. <b>Work Plan:</b> RSPN will conduct 1 meeting with national media at Quetta Press Club in 2019.		

<b>C&amp;V Message</b> <b>[ 1 / 12 / RSPN] Social Media (Facebook/twitter)</b>		
 Social media pages created for BRACE on Facebook and twitter. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week by all BRACE Partners if not daily.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• General Public</li> <li>• RSPs</li> <li>• Government</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Other Stakeholders</li> </ul>	<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>	<b>Budget</b> Budgeted under BRACE-RSPN Component
<b>Channel &amp; Tools /Activities</b> <b>Work Plan:</b> It a regular ongoing activity. RSPN with support of BRSP and NRSP, will ensure the target of a minimum 3 posts of BRACE on Facebook and Twitter accounts.		

<b>C&amp;V Message</b> <b>[ 1 / 13 / RSPN] International Experience Sharing &amp; Learning Visit</b>		
 This visit will allow BRACE Partners (GoB, RSPs, HD and Influencers) to witness the impact of Community Driven Development in the visiting country.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• Government</li> <li>• Influencers</li> <li>• Policy Makers</li> </ul>	<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>	<b>Budget</b> BRACE-RSPN Component
<b>Channel &amp; Tools /Activities</b> <b>Work Plan:</b> One visit will be held in 2019.		

<b>C&amp;V Message</b> <b>[ 1 / 14 / RSPN] Exposure Visits of GoB, RSPs &amp; HD Staff to SUCCESS Field</b>		
 This visit will allow the BRACE staff, GoB officials and RSPs and HD staff to observe the work of SUCCESS and learn from their experience. This is pertinent for evidence based advocacy and will feed into the development of the proposed Balochistan Local Development Policy Frame Work and help support in promotion of CDD approaches within Balochistan.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• HD</li> </ul>	<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• RSPN</li> </ul>	<b>Budget</b> BRACE-RSPN Component



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<ul style="list-style-type: none"> <li>Government</li> </ul>		
<p><b>Channel &amp; Tools /Activities</b> The Visiting team and GoB officials could engage with and understand the benefits of sustained government support to social mobilisation. <b>Work Plan:</b> One visit in Q3 of the year 2019.</p>		

<p><b>C&amp;V Message</b></p>		
<p><b>[ 1 / 15 / RSPN] Forum for Advancement of Communication Expertise (FACE) - Communication Resource Group Meeting and Training.</b> It meant for the capacity building of the communications Officers of RSPs on different C&amp;V Skills.</p>		
<p><b>Empower</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>RSPs</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>RSPN</li> </ul>	<p><b>Budget</b></p> <p>SUCCESS-RSPN Component</p>

<p><b>Channel &amp; Tools /Activities</b> To share communication expertise among partners and experts for an effective and quality implementation of the C&amp;V activities and capacity building of RSPs Communications Officers. <b>Work Plan:</b> FACE training will be held in Q3 of the year 2019.</p>		
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<p><b>C&amp;V Message</b></p>		
<p><b>[ 1 / 16 / RSPN] National LSOs Convention</b> The conventions will communicate the Programme to key stakeholders at national level as well as will be a forum for the policy advocacy for the development of Local Development Policy Framework.</p>		
<p><b>INFORM</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>Wider Audience</li> <li>Development Practitioners</li> <li>Policy Makers</li> <li>Government</li> <li>Media</li> <li>Influencers</li> <li>NGOs/INGOs</li> <li>UN</li> <li>Other Stakeholders</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>RSPN</li> </ul>	<p><b>Budget</b></p> <p>Charged under SUCCESS</p>

<p><b>Channel &amp; Tools /Activities</b> RSPN will conduct this LSO convention at Islamabad under the SUCCESS Programme. We will invite different stakeholders and LSO representatives from across the country, including BRACE districts. In addition to the LSOs presenting their work RSPN will also present the finding from its research work, with a specific aim of informing Balochistan Local Development Policy Framework. <b>Work Plan:</b> LSOs Convention will be held in the 2<sup>nd</sup> Quarter of the year 2019.</p>		
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<p><b>C&amp;V Message</b></p>		
<p><b>[ 1 / 18/ Media Interview of the Chairman/RSPN Management on BRACE</b> RSPN will arrange the interview of its Chairman and other senior management in national and local media for sharing with audience as how EU and RSPs are collaborating together to support and strengthen the capacity of GoB for rural development in Balochistan.</p>		
<p><b>INFORM</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>Wider Audience</li> </ul>	<p><b>C&amp;V Lead</b></p>	<p><b>Budget</b></p>






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<ul style="list-style-type: none"> <li>• Development Practitioners</li> <li>• Policy Makers</li> <li>• Government</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Other Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• RSPN</li> </ul>	BRACE-RSPN
<p><b>Channel &amp; Tools /Activities</b> National and Local print and electronic media will be used to conduct this activity. Preferably the print media will be focused to get the interview published. <b>Work Plan:</b> One interview in the year 2019.</p>		
<p><b>C&amp;V Message</b></p> 	<p><b>[ 1 / 19/ BRACE Video Case Studies</b> RSPN in collaboration with RSPs will identify and record video case studies of the BRACE Programme in 5 Programme districts. The video case studies will be based on the before and after analysis of the beneficiary situation.</p>	
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• Wider Audience</li> <li>• Development Practitioners</li> <li>• Policy Makers</li> <li>• Government</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Other Stakeholders</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• RSPN with RSPs</li> </ul>	<p><b>Budget</b></p> <p>EU-Participate</p>
<p><b>Channel &amp; Tools /Activities</b> These video case studies will be shared on social media, website and through different other platform of communication to highlight the impact of BRACE intervention at community level. <b>Work Plan:</b> 5 Video Case Studies will be produced during the year 2019.</p>		





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# C&V MESSAGES NRSP



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2. Proposed Work Plan of NRSP's Component								Y1	Y2	Y3	Y4	Y5
Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	
1	Case Studies (Written Case Studies)	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	IEC material with the key messages of BRACE, outlining its objectives and vision, along with updated to be displayed and shared to increase knowledge about the Programme	The case studies and success stories will be highlighting the impact of BRACE Programme over the lives of communities and showcasing the efforts of EU and RSPs in promoting CCD for rural development in Balochistan.	NRSP	No		2	2	2	2	
2	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	- Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the Programme and share the clippings and links through social media and the website as well	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders.	NRSP	No		1	2	2	2	





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3	Social Media (Facebook/twitter)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Social media pages created for BRACE on Facebook and twitter. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily.	Help communicate about ongoing BRACE's activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of Programme's interventions on lives of communities.	NRSP	No	2 posts/month	2posts/month	2posts/month	2posts/month	
4	Training event for local Govt. depts. On participative CD approaches.	GOB and members of JDDC	Capacity building of the GOB / JDDC. Learning from other CIs in other Tehsils / Districts.	Enhanced capacity of GoB Officials and JDDC members to understand CDD approach.	NRSP	Yes	-	-	1	1	1
5	Exposure visits of GOB officials / CI members to other areas where CDD approach is being implemented.	GOB & CIs	Lesson learnt visits to examine the work and progress of other RSPs on different EU funded projects as SUCCESS.	Lesson learning from field an experience sharing	NRSP	Yes	-	-	1	1	1
6	Regional Experience sharing and learning visit.	NRSP staff, GOB and CIs	Exposure visit to see the work done by other RSPs regionally.	Learn from regional experiences and use the experience for effective implementation of BRACE Programme.	NRSP	Yes	1		1	1	-



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<b>C&amp;V Message</b> 			<b>[ 1 / 01 / NRSP ] BRACE Programme Bi-annual E-Newsletter</b> Bi-Annual Newsletters will contain success stories, updates of BRACE activities, progress on objectives and messages from partners and Government Officials on BRACE. In 2018-19, only 1 e-newsletter will be shared in Q4.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• Wider Internal and External Audience</li> <li>• RSPs</li> <li>• GoB</li> <li>• Federal Government</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b>  <b>NRSP</b>		<b>Budget</b>  This is a non-budgeted activity and NRSP will use its own resources to execute this activity.	
<b>Channel &amp; Tools /Activities:</b> BRACE NRSP component e-newsletter will be designed and disseminated by NRSP with the above target audience through email in soft forms. This will help inform the relevant stakeholders of the BRACE Programme about ongoing activities and its impact over the lives of targeted communities. <b>Work Plan:</b> BRACE Bi-annual newsletter will be compiled and published in Q1 of the year 2019.					


<b>C&amp;V Message</b> 			<b>[ 1 / 02 / NRSP ] Case Studies (Written Case Studies)</b> Case studies which capture the human element of the programme and its impact on the lives of targeted communities. They will be highlighting Programme's achievements through success stories, directly and indirectly narrating the life stories of the beneficiaries.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• GoB, Federal Government</li> <li>• Influencers</li> <li>• Community Leaders</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b>  <b>NRSP</b>		<b>Budget</b>  This is a non-budgeted activity and NRSP will use its own resources to execute this activity.	
<b>Channel &amp; Tools /Activities:</b> The case studies and success stories will be highlighting the impact of BRACE Programme over the lives of communities and showcasing the efforts of EU and RSPs in promoting CCD for rural development in Balochistan. <b>Work Plan:</b> Two case studies will be done each year and disseminated through digital platforms.					






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<b>C&amp;V Message</b>		
[ 1 / 03 / NRSP ] <b>Press Release</b>		
NRSP will engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well.		
		
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>• Wider External Audience</li> <li>• RSPs</li> <li>• GoB</li> <li>• Federal Government</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN/Donor Agencies</li> <li>• Other Stakeholders</li> </ul>	NRSP	This is a non-budgeted activity and NRSP will use its own resources to execute this activity.
<b>Channel &amp; Tools /Activities</b>		
NRSP will prepare and disseminate press releases of different BRACE events as Workshops, LSO conventions, Community Dialogue and of others in national print media. It will help share information about BRACE, its objectives, interventions, impact and role of EU and partners with a wider national, international external stakeholder.		
<b>Work Plan:</b> Need based activity. However, NRSP will disseminate 1 to 3 Press Releases in this year.		

<b>C&amp;V Message</b>		
[ 1 / 04 / NRSP ] <b>Social Media (Facebook/ Twitter / Instagram)</b>		
NRSP will contribute to the Social media pages created for BRACE on Facebook and twitter. In addition, NRSP will use its established SM platforms to amplify the message further.		
		
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>• General Public</li> <li>• RSPs</li> <li>• Government</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Other Stakeholders</li> </ul>	NRSP	This is a non-budgeted activity and NRSP will use its own resources to execute this activity.
<b>Channel &amp; Tools /Activities</b>		
All-important activities and announcements will be shared for a larger public audience.		
<b>Work Plan:</b> It's a continuous activity. NRSP will ensure maximum participation in this activity.		









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<b>C&amp;V Message</b>		
[ 1 / 05 / NRSP] <b>International Experience Sharing &amp; Learning Visits</b>		
This visit will allow BRACE Partners (GoB, RSPS, HD and Influencers) to witness the impact of Community Driven Development in the visiting country.		
		
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>• RSPs</li> <li>• Government</li> <li>• Influencers</li> <li>• Policy Makers</li> </ul>	NRSP	BRACE-NRSP Component
<b>Channel &amp; Tools /Activities</b>		
<b>Work Plan:</b> One visit will be held in each 2018, 2019 and 2020.		

<b>C&amp;V Message</b>		
[ 1 / 06 / NRSP] <b>Exposure Visits of GoB, RSPs &amp; HD Staff to SUCCESS project areas in Sindh</b>		
This visit will allow the BRACE staff, GoB officials, members of RSPs and HD staff to observe the work of SUCCESS team and learn from their experience. This is pertinent for evidence-based advocacy and will feed into the development of the proposed Balochistan Local Development Policy Frame Work and help support in promotion of CDD approaches within Balochistan.		
		
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>• RSPs</li> <li>• Government</li> <li>• Influencers</li> <li>• Policy Makers</li> </ul>	NRSP	BRACE-NRSP Component
<b>Channel &amp; Tools /Activities</b>		
The Visiting team and GoB officials could engage with and understand the benefits of sustained government support to social mobilisation.		
<b>Work Plan:</b> One visit in Q1 of the year 2019.		






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<b>C&amp;V Message</b>		
[ 1 / 07 / NRSP] Exposure Visits of GoB, RSPs & HD Staff to SUCCESS project areas in Sindh		
 <p>This visit will allow the BRACE staff, GoB officials, members of RSPs and HD staff to observe the work of SUCCESS team and learn from their experience. This is pertinent for evidence based advocacy and will feed into the development of the proposed Balochistan Local Development Policy Frame Work and help support in promotion of CDD approaches within Balochistan.</p>		
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>• RSPs</li> <li>• Government</li> <li>• Influencers</li> <li>• Policy Makers</li> </ul>	NRSP	BRACE-NRSP Component
<b>Channel &amp; Tools /Activities</b>		
<p>The Visiting team and GoB officials could engage with and understand the benefits of sustained government support to social mobilisation.</p> <p><b>Work Plan:</b> One visit in Q1 of the year 2019.</p>		



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# C&V MESSAGES BRSP



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### 3. Proposed Work Plan of BRSP's Component

						Y1	Y2	Y3	Y4	Y5	
Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2017 - 2018	2018 - 2019	2019-2020	2020-2021	2021-2022
1	BRACE Annual Newsletter	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Quarterly E-Bulletins/ Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE's ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	BRSP	Yes		1	1	1	1
2	Case Studies (Written Case Studies)	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	IEC material with the key messages of BRACE, outlining its objectives and vision, along with updated to be displayed and shared to increase knowledge about the Programme	The case studies and success stories will be highlighting the impact of BRACE Programme over the lives of communities and showcasing the efforts of EU and RSPs in promoting CCD	BRSP	No		10	25	30	40



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				for rural development in Balochistan.							
3	FACT Sheets (KPIs)	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	One Pager Fact Sheet with Bi-monthly updates as how many COs, VOs LSOs are formed and other KPIs. to be developed and shared through email and social media with Internal and External Audience.	Facts sheets will keep updated audiences about the ongoing progress of the BRACE Programme.	BRSP	Yes	1	4	4	4	
4	Annual KPIs Report	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Annual KPIs report showcasing the Key Performance Indicators of the Programme will be compiled and printed by RSPN	The KPIs report will highlight the annual progress of the Programme under different sections. It will help build understanding and information of the internal and external stakeholders on Programme's key activities and annual development.	RSPN	Yes	1	1	1	1	1
5	BRACE Programme Updates on BRSP website (Provided website is develop by HD)	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	BRACE Programme has a separate Tab on BRSP website, which disseminates and updates all the BRACE related ongoing activities. In addition there is an online	The separate TAB of BRACE Programme on BRSP's website will serve as a mean of information. It will be having all basis information about the BRACE	BRSP	No	No	Regular	Regular	Regular	Regular



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			MIS/Dashboard on BRACE Programme for realtime progress updates and Decision Support System (DSS).	Programme, with an update of field activities such as; Case Studies, Succes Stories, Video and Photo Gallery.							
6	Media Visits	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Take media person on field visits to the BRACE communities to see them ongoing BRACE activities and progress made through BRACE	Media visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people’s potential. Promotion of EU’s efforts and RSPs in sharing it with masses, media, partners, donor agencies and communities.	BRSP	Yes		1	1	1	1
7	Face to Face Meeting with Media	Media, Influencers,	Bi-Annual/Annual and/or need based press briefings to update the media on the progress, achievements	Strong linkages building with media to highlight Programme activities,	BRSP	Yes		1	8	8	8



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			and highlight the call to actions	events, filed activities and promotion of EU and RSPs' role under BRACE.							
8	Short Videos	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, Whatsapp and Facebook groups and Seminars	Will help serve the purpose of information dissemination, Image Building , Linkages, Outreach, Showcasing, Visibility and Branding	BRSP/RSPN			1	8	8	8
9	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	- Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the Programme and share the clippings and links through social media and the website as well	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions, Lesson Learning Visits and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders.	BRSP	No	Need Based	Need based	Need based	Need based	Need based



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10	Newspaper Online/Blog Articles	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the Programme and share the clippings and links through social media and the website as well	Will help to reach a wider audience, to communicate about BRACE and its impact.	BRSP	Yes		2	5	8	10
11	Social Media (Facebook/twitter)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Social media pages created for BRACE on Facebook and twitter. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily.	Help communicate about ongoing BRACE's activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of Programme's interventions on lives of communities.	BRSP	No	Minimum 3 posts / week	5posts/week	5 posts/week	5 posts/week	5 posts/week
12	TV talk shows on local news channels	- For Internal & External Audiences as identified and defined in C&V Plan/Strategy	How BRACE Programme is helping local communities to graduate out of poverty, and EU and RSPs are collaborating to support and strengthen the capacity of GoB for	National level Advocacy, communication, visibility, linkages building and promotion.	BRSP	Yes		1	1	1	1



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			rural development in Balochistan								
13	Radio Talk Programme at district level	Communities GoB Influential Masses	How BRACE Programme is helping local communities to graduate out of poverty, Raising awareness among communities on different themes, and how EU and RSPs are collaborating to support and strengthen the capacity of GoB for rural development in Balochistan	These radio talk programmes will help to communicate about BRACE Programme at districts level. BRSP's focal persons will raise awareness among communities on different thematic areas such as importance of Education, Health, and benefits of Community Driven Development.	BRSP	Yes	1	1	1	1	1
14	Provincial LSO conventions	Parliamentarians , GOB, Community activist, LSO representatives, development partners, donors, media	RSPN, BRSP and NRSP will organise annual convention of LSOs in Balochistan. These LSO Conventions will be organized where Programme research findings will be presented and community activists will be encouraged to present the best practices and success stories. This forum will help	RSPs will present the finding from its pilots and research work, with a specific aim of informing Policy debate for the development of Local Development Policy Framework design. Other researchers working in Balochistan will also be invited to share the findings of their work	BRSP	Yes		1	1	1	1



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			community members, especially women to promote their voices on their rights and influence pro-poor policies and development. It will also be recognition of their achievements. Moreover, the events will provide visibility to the model and facilitate the buy-in of government and other stakeholders.								
14	Advocacy workshop	BRSP management, government officials and fostered communities shall participate in the thematic advocacy workshops.	Advocacy workshops/public policy debates with government, organized at provincial level.	One day or half day, public policy debate and advocacy workshops will be organised to discuss issues for policy debate. The topic will be identified in consultation with EU TA, GoB, RSPN and representatives of the community institutions.	BRSP	yes			1	1	1
15	Participation in National Conferences and Workshops	For Internal & External Audiences as identified and	Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities	Participation and representation of the BRACE Programme on different forums.	BRSP	Yes	1	1	1	1	1



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		defined in C&V Plan/Strategy									
16	Exposure Visits of BRSP staff, GoB, RSPs & HD Staff to SUCCESS Programme Sindh	BRSP & GoB	Lesson learnt visits to examine the work and progress of other RSPs on different EU funded projects as SUCCESS.	This visit will allow the BRACE staff, GoB officials and BRSP and HD staff to observe the work of SUCCESS and learn from their experience. This is pertinent for evidence based advocacy and will feed into the development of the proposed Balochistan Local Development Policy Frame Work and help support in promotion of CDD approaches within Balochistan	BRSP	Yes		1	1	1	1
17	Participation in FACE Training Meetings for RSPs	RSPN, RSPs	It is meant for the capacity building of the communications Officers of RSPs on different C&V Skills.	BRACE-BRSP communication officer will participate in this training as organised by RSPN. It will help improve the skills of Communications person on different C&V skills, ultimately	BRSP	Yes	1		1	1	1



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				contributing towards quality communication and visibility.							
18	Printing and Dissemination of Visibility Items	For Internal and Wider External Audiences as identified in C&V Plan/Strategy	Printing of Visibility Items as Calendars, diaries/Muds, USB, Key Chains, Caps, etc to be shared with stakeholders at workshops, Seminars, Events	Improved Visibility and Branding of the BRACE Programme, EU, RSPN and RSPs.	BRSP	Yes	1 time	1 time	1 time	1 Time	1 Time



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## BRACE 2019 C&V MESSAGES – BRSP

<b>C&amp;V Message</b> 			<b>[ 1 / 01 / BRSP] BRACE Programme Annual Newsletter</b> Annual Newsletter will contain success stories, updates of BRACE activities, progress against the Key Performance Indicators (KPIs) and messages from Government Officials on BRACE.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• Wider Internal and External Audience</li> <li>• RSPs</li> <li>• GoB</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>		<b>Budget</b> BRACE-BRSP Component	
<b>Channel &amp; Tools /Activities</b> BRACE annual newsletter will be developed, designed and published and will further be disseminated by BRSP with the above target audience through email, by hand and courier, both in hard and soft forms. Its dissemination will help inform the relevant stakeholders of the BRACE Programme about ongoing activities and its impact over the lives of targeted communities. The publication will help not only highlights the Programme but will indicate the role and efforts of EU, BRSP and BRACE partners (GOB, RSPN, RSPs, HD) under BRACE Programme.					
<b>Work Plan:</b> BRACE annual newsletter will be compiled and published in Q4 of the year 2019.					

<b>C&amp;V Message</b> 			<b>[ 1 / 02 / BRSP] Written Case Studies</b> BRACE Case Studies/Success Stories will be developed capturing the human element of the Programme and showcase its impact on the lives of targeted communities. They will be highlighting Programme's achievements through success stories, human interest stories, directly and indirectly narrating the life stories of the beneficiaries.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• GoB</li> <li>• Influencers</li> <li>• Community Leaders</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>		<b>Budget</b> BRACE-BRSP Component	
<b>Channel &amp; Tools /Activities</b>					





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The case studies and success stories will be collected by BRSP team from the field. They will be developed in English and URDU, designed and disseminated to the targeted audience through emails, social media and on BRACE's website and in hardcopy as well. These case studies will be highlighting the impact of BRACE Programme over the lives of communities and showcasing the efforts of EU and RSPs in promoting approach of CDD for rural development in Balochistan.

**Work Plan:** Total 40 Case Studies will be produced during the year 2019.

<p><b>C&amp;V Message</b></p>		
<p><b>[ 1 / 03 / BRSP ] FACT Sheets (KPIs)</b></p>		
<p>One Pager Fact Sheet with Quarterly-updates of BRACE as how many COs, VO, LSOs are formed and other KPIs.</p>		
<p><b>INFORM</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• Wider Internal and External Audience</li> <li>• RSPs</li> <li>• GoB</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Media</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>	<p><b>Budget</b></p> <p>BRACE-BRSP Component</p>
<p><b>Channel &amp; Tools /Activities</b></p> <p>The brief two pager document giving out information about the BRACE Programme, and its progress. It will give brief overview of the progress with facts and infographics.</p> <p><b>Work Plan:</b> Facts Sheet will be produced in every Quarter of the year 2019.</p>		
<p><b>[ 1 / 04 / BRSP ] BRACE Programme Updates on BRSP website</b></p>		
<p>BRACE Programme has a separate Tab on BRSP website, which disseminates and updates all the BRACE related ongoing activities. In addition, there is an online MIS/Dashboard on BRACE Programme for real time progress updates and Decision Support System (DSS).</p>		
<p><b>INFORM</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• GoB</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• BRACE Communities</li> <li>• Social Media</li> <li>• Other Stakeholders</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>	<p><b>Budget</b></p> <p>BRACE-BRSP Component</p>



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**Channel & Tools /Activities**

All BRACE Programme activities are captured and online entered in the field for MIS and a separate information web-tab on BRSP website is added for information on the Programme for wider audience.


**Work Plan:** BRACE-TAB on BRSP website will be updated on a regular basis.

<b>C&amp;V Message</b>		
		
<b>[ 1 / 05 / BRSP] Press Release</b>		
BRSP will engage the media to publish/broadcast positive news and updates about BRACE Programme to create an endorsement for the programme and share the clippings and links through social media and the website.		
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>• Wider External Audience</li> <li>• RSPs</li> <li>• GoB</li> <li>• Federal Government</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN/Donor Agencies</li> <li>• Other Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• BRSP</li> </ul>	BRACE-BRSP Component

**Channel & Tools /Activities**

BRSP will prepare and disseminate URDU and English Press releases of different BRACE events as Workshops, LSO conventions, Community Dialogue and of others in national print media. It will help share information about BRACE, its objectives, interventions, impact and role of EU and partners with a wider national, stakeholders.

**Work Plan:** Need based activity. However, BRSP will disseminate frequent press releases in this year.

<b>C&amp;V Message</b>		
		
<b>[ 1 / 06 / BRSP] Newspaper Online/Blog Articles</b>		
To reach out to general, wider audience and create awareness about BRACE Programme. It will help to reach out to a wider audience though updates, facts and achievements of BRACE and its overall impact in lives of rural communities.		
<b>Audience(s)</b>	<b>C&amp;V Lead</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>• Wider Audience</li> <li>• Development Practitioners</li> <li>• Policy Makers</li> <li>• Government</li> <li>• Media</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> </ul>	<ul style="list-style-type: none"> <li>• BRSP</li> </ul>	BRACE-BRSP Component





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<ul style="list-style-type: none"> <li>• UN</li> <li>• Other Stakeholders</li> </ul>		
<p><b>Channel &amp; Tools /Activities</b></p> <p>Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well</p> <p><b>Work Plan:</b> BRSP will get publish its articles in newspapers frequently and at least 3 online blogs throughout the year.</p>		

<p><b>C&amp;V Message</b></p>		
<p><b>[ 1 / 07 / BRSP] Media Persons Visits</b></p>		
<p>Media persons' exposure visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people's potential. Promotion of EU's efforts and RSPs in sharing it with masses, media, partners, donor agencies and communities.</p>		
<p><b>INFORM</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• GoB</li> <li>• Media</li> <li>• Social Media</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>	<p><b>Budget</b></p> <p>BRACE-BRSP Component</p>
<p><b>Channel &amp; Tools /Activities</b></p> <p>BRSP will take local media persons from provincial and district level on field visits of BRACE Programme Interventions to show field activities and progress made through BRACE Programme. Journalists' visits will be arranged to the project sites to inform them about the Programme and its achievements.</p> <p><b>Work Plan:</b> One visit of Media in Q1 of 2019.</p>		

<p><b>C&amp;V Message</b></p>		
<p><b>[ 1 / 08 / BRSP] Face to Face Meetings with Media</b></p>		
<p>Bi-Annual/Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions</p>		
<p><b>INFORM</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• RSP</li> <li>• Media</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>	<p><b>Budget</b></p> <p>BRACE-BRSP Component</p>
<p><b>Channel &amp; Tools /Activities</b></p> <p>Strong linkages building with media to highlight Programme activities, events, field activities and promotion of EU and RSPs' role under BRACE.</p> <p><b>Work Plan:</b> BRSP will conduct meeting with provincial media at Quetta Press Club in 2019.</p>		








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<b>C&amp;V Message</b> 			<b>[ 1 / 09/ BRSP] Social Media (Facebook/twitter)</b> Social media pages created for BRACE on Facebook and twitter. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least four times a week if not daily.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• General Public</li> <li>• RSPs</li> <li>• Government</li> <li>• Influencers</li> <li>• NGOs/INGOs</li> <li>• UN</li> <li>• Other Stakeholders</li> </ul>		<b>C&amp;V Lead</b>  <b>BRSP</b>		<b>Budget</b>  Budgeted under BRACE-BRSP Component	
<b>Channel &amp; Tools /Activities</b> <b>Work Plan:</b> It is a regular ongoing activity. BRSP will ensure the target of a minimum 4 posts of BRACE on Facebook and Twitter every week.					
<b>C&amp;V Message</b> 			<b>[ 1 / 10/ BRSP] International Experience Sharing &amp; Learning Visits</b> This visit will allow BRACE Partners (GoB, RSPs, HD and Influencers) to witness the impact of Community Driven Development in the visiting country.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• Government</li> <li>• Influencers</li> <li>• Policy Makers</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>		<b>Budget</b> BRACE-BRSP Component	
<b>Channel &amp; Tools /Activities</b> <b>Work Plan:</b> One visit will be held in 2019.					
<b>C&amp;V Message</b> 			<b>[ 1 / 11 / BRSP] Exposure Visits GoB, RSPs &amp; HD Staff to SUCCESS Sindh.</b> This visit will allow the BRACE staff, GoB officials and RSPs and HD staff to observe the work of SUCCESS and learn from their experience. This is pertinent for evidence based advocacy and will feed into the development of the proposed Balochistan Local Development Policy Frame Work and help support in promotion of CDD approaches within Balochistan.		
<b>Audience(s)</b> <ul style="list-style-type: none"> <li>• RSPs</li> <li>• HD</li> <li>• Government</li> </ul>		<b>C&amp;V Lead</b> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>		<b>Budget</b> BRACE-BRSP Component	



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**Channel & Tools /Activities**

The Visiting team and GoB officials could engage with and understand the benefits of sustained government support to social mobilisation.

**Work Plan:** One visit in Q3 of the year 2019.

<p><b>C&amp;V Message</b></p> <p><b>[ 1 / 12 / BRSP] Forum for Advancement of Communication Expertise (FACE) - Communication Resource Group Meeting and Training.</b></p> <p>It is meant for the capacity building of the communications Officers of RSPs on different C&amp;V Skills.</p>		
<p><b>Empower</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>RSPs</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>BRSP</li> </ul>	<p><b>Budget</b></p> <p>BRACE-BRSP and RSPN Component</p>
<p><b>Channel &amp; Tools /Activities</b></p> <p>To share communication expertise among partners and experts for an effective and quality implementation of the C&amp;V activities and capacity building of RSPs Communications Officers.</p> <p><b>Work Plan:</b> FACE training will be held in Q2 of the year 2019.</p>		

<p><b>C&amp;V Message</b></p> <p><b>[ 1 / 13 / BRSP] Design, print and disseminate Panaflex Banners in key activities to show the process flow and positioning of the BRACE Programme</b></p> <p>During workshops/training/community gatherings/meetings, the support of EU will be acknowledged and EU visibility will be ensured through displaying EU logo.</p>		
<p><b>Empower</b></p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>Community</li> <li>GoB line authorities.</li> <li>RSP</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>BRSP</li> </ul>	<p><b>Budget</b></p> <p>BRACE-BRSP Component</p>
<p><b>Channel &amp; Tools /Activities</b></p> <p>During workshops/training/community gatherings/meetings, and other key activities of BRACE Programme at district and Provincial level the support of EU will be acknowledged.</p> <p><b>Work Plan:</b> Continue activity during the course of implementation during the year 2019.</p>		

<p><b>C&amp;V Message</b></p> <p><b>[ 1 / 14 / BRSP] All communication products and material to carry the EU logo and branding as per EU Guideline.</b></p> <p>During workshops/training/community gatherings/meetings, the support of EU will be acknowledged and EU visibility will be ensured through displaying EU logo.</p>		
<p><b>Empower</b></p>		
<p><b>Audience(s)</b></p>	<p><b>C&amp;V Lead</b></p>	<p><b>Budget</b></p>



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<ul style="list-style-type: none"> <li>• Community</li> <li>• Influencers</li> <li>• Wider Audience</li> </ul>	<ul style="list-style-type: none"> <li>• BRSP</li> </ul>	BRACE-BRSP Component
<p><b>Channel &amp; Tools /Activities</b>          Printing of visibility items (e.g. folders, pens, posters, note pads, photographs, banners for events etc.), and publishing and disseminating programme brochures/leaf lets/info-graphics etc.  <b>Work Plan:</b> Continue activity during the course of implementation during the year 2019.</p>		

<p><b>C&amp;V Message</b></p>		
<p><b>[ 1 / 15 / BRSP] Sensitization workshops and face to face meetings with community.</b></p>		
<p><b>Mobilise</b>          During fostering community institutions (CIs) and latter regular meetings with each tier of CIs i.e. Community, village and local support organisation.</p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• Beneficiaries</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>	<p><b>Budget</b></p> <p>BRACE-BRSP Component</p>
<p><b>Channel &amp; Tools /Activities</b>          Community meetings, managers' conferences, stakeholders' meetings, village development planning and regular follow up meetings of community.  <b>Work Plan:</b> Regular activity of the year 2019.</p>		

<p><b>C&amp;V Message</b></p>		
<p><b>[ 1 / 16 / BRSP] Meetings held with GoB and development partners</b></p>		
<p><b>Mobilise</b>          Regular periodic meetings with P&amp;D, LGRDD and social welfare department to mobilise their active support for BRACE Programme.</p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• Influencers</li> <li>• Wider Audience</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• BRSP</li> </ul>	<p><b>Budget</b></p> <p>BRACE-BRSP Component</p>
<p><b>Channel &amp; Tools /Activities</b>          Regular meetings with secretary Local Government and Rural Development Department, meeting of SPDC at P&amp;D, district level meetings of JDDCs.  <b>Work Plan:</b> Regular meetings during the year 2019.</p>		





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# C&V MESSAGES TA/HD

The TA C&V templates will be worked out complementary to BRSP, NRSP, RSPN and OPM C&V Messages and will contain CV&V Templates of the following (types of) C&V Messages

- Reports of Workshops the TA will organize on (a) District Capacity-building and (b) the Balochistan Strategic Policy & Fiscal Framework
- Dissemination of Reports/selected Results & Findings of Action Research /Case Studies Topics covered by the TA, i.e. the dissemination of the Report publication of the Research study, and then selected Findings in support of the Policy-reforms the TA is pursuing. Targeted at specific stakeholders
- (Updated) District Profiles
- TA 6 Monthly, Quarterly Progress Reports and TA Annual and Overall (Multi-year) Workplans
- The BRACE OSC Meeting minutes
- Dissemination of information, feed-back, BTOR of foreign Training Courses provide by the TAS and the post-training-course workshop/sharing of info by the trainees/participants



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- BTOR and findings of national exposure visits the TA will organize
- The TA (generic) Banner to be used in all workshops, the templates of the PPT slides, etc
- The TA Brochure, with clear indications/mailling lists of target group/recipients
- Video Interviews with key leader relevant to TA Component (not relevant to RSP. BRSP. RSPN, as they will do that themselves), starting with ACS, Secretaries LGRDD, P&D, FD and selected MPAs

## BRACE 2019 C&V MESSAGES – TA/HD

C&V Message		
<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 2px 5px; background-color: #0056b3; color: white; font-weight: bold;">INFORM</div> </div>		
<p><b>[ 1 / 01 / TA] BROCHURE/LEAFLET IN ENGLISH, URDU AND REGIONAL LANGUAGES</b></p> <p>To create awareness about the programme and the activities amongst all audiences, by developing and sharing messages and information about the BRACE Programme and its goals and objectives</p>		
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Influencers</li> <li>• Wider Audience</li> <li>• Media</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• BRACE TA</li> </ul>	<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• TA Resources in particular C&amp;V Expert</li> <li>• BRACE TA IE Budget</li> </ul>
<p><b>Channel &amp; Tools /Activities</b></p> <p>Flyers are to be prepared for different audiences, each audience having its own information need, content, update timing, dissemination frequency, and channel, some as printed hard copies or through other type of media-channel</p> <ul style="list-style-type: none"> <li>• Flyer Internal Influencers: =====</li> <li>• Flyer External Influencers: =====</li> <li>• Flyer for Wider Audience: =====</li> <li>• Flyer for Media: =====</li> <li>• Flyer for Beneficiaries: =====</li> </ul> <p><b>Work Plan:</b> First complete set of Prototypes of the Brochures to be finalized by end January 2019. With printing and dissemination scheduled for 1<sup>st</sup> Quarter 2019</p>		
C&V Message		Description
<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 2px 5px; background-color: #0056b3; color: white; font-weight: bold;">INFORM</div> </div>		<p><b>[ 1 /02 / TA] DEDICATED BRACE WEBSITE</b></p> <p>To create awareness about the programme and the activities amongst all audiences, by developing and sharing messages and information about the BRACE Programme and its goals and objectives</p>
<p><b>Audience(s)</b></p> <ul style="list-style-type: none"> <li>• Influencers</li> <li>• Wider Audience</li> <li>• Media</li> </ul>	<p><b>C&amp;V Lead</b></p> <ul style="list-style-type: none"> <li>• BRACE TA</li> <li>• In close collaboration with BRSP / NRSP / RSPN</li> </ul>	<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• TA Resources in particular C&amp;V Expert</li> <li>• BRACE TA IE Budget</li> </ul>







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**Channel & Tools /Activities**

There is a separate worked out WEB SITE workplan that also specifies the WEB SITE design features, the WEB SITE Contents, and the WEB SITE CMS, to be developed.

**Work Plan:** First operational Beta version/Prototype of the BRACE WEB SITE ready by 1<sup>st</sup> Quarter 2019



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## Budget

All communication activities should be budgeted for all levels and scales.

## Annex I (Stakeholder/Audience Analysis)

Target Audience/Stakeholder	Project Team, Influencer, Beneficiary, wider public or media	Current Thinking/Behaviour	Desired Thinking/Behaviour	Motivation for Action	Communication Objective
<i>National Level</i>					
<b>INTERNAL</b>					
<b>EU</b>	Project Partner	-Positive -High level Interest - Supportive to the programme - Expecting big results	-Positive and supportive -Guiding and implementing - Technical and financial support -Close coordination with all partners -Regular and proactive sharing of progress/qu	-Poverty alleviation - Community led and owned development -Support to the people and government - Good feedback from the public and job	Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergised effort
<b>RSPN/RSPs</b>	Project Team				
<b>HD</b>	Project Team				
<b>OPM</b>	Project Team				
<b>Success Programme</b>	Influencer				
<b>KP CDLD</b>	Influencer				



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			arterly reports with success stories and pictures	satisfactio n	
<b>EXTERNAL</b>					
<b>Ministry of Interior</b>	Influencer	-No informati on about BRACE -Potential interest in BRACE -Positive -Media is sceptical of Governm ent program mes -Not known as a Governm ent program me	-Support, coordination for the programme - Acknowledg ement -Funding -Enhanced intervention s -Synergy and consolidatio n of activities -Watchdog -Ownership -Advocate for BRACE -Promotion and perception building of programme -Outreach to community for the programme -EU visibility -Sensitise communities	-Support to the people and governme nt - Good feedback from the public -Showcase a model way for developm ent for the world -Success story of developm ent of Pakistan	Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries  Promote awareness of BRACE as evidence of strong partnership between Government and EU
<b>Parliamentari ans</b>	Influencer				
<b>Planning Commission</b>	Influencer				
<b>MOFA</b>	Influencer				
<b>MOI</b>	Wider Audience				
<b>GIZ</b>	Wider Audience				
<b>INGOs</b>	Wider Audience				
<b>NGOs</b>	Wider Audience				
<b>World Bank</b>	Wider Audience				
<b>Civil Society</b>	Wider Audience				
<b>Universities</b>	Wider Audience				
<b>National Press Club</b>	Media				
<b>National Electronic,</b>	Media				



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<b>Digital and Print Media</b>			and government for civic oversight (watchdog)		
<b>Foreign Media</b>	Media				
<b><i>Provincial Level</i></b>					
<b>INTERNAL</b>					
<b>LGRDD, Government of Balochistan</b>	Project Team	-Positive -High level Interest - Supportive to the programme - Expecting big results	-Positive and supportive -Guiding and implementing - Technical and financial support	- Successful programme - Behaviour change of communities	Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergised effort
<b>Government of Balochistan – Home Departments, Finance Departments, P&amp;D, Information, PID</b>	Influencer	-Positive -High level Interest - Supportive to the programme - Expecting big results	-Close coordination with all partners -Regular and proactive sharing of progress/quarterly reports with success stories and pictures	- Global Learning from best practices -Legal framework -Poverty alleviation - Community led and owned development	
<b>Secretaries/Focal Persons – Local Government and Rural Development</b>	Project Team	Expecting big results			
<b>Secretaries/Focal Persons –</b>	Influencer				



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<b>P&amp;D, Women Development, Social Welfare, Agriculture, BLGB, IT, Home, Labor/Manpower</b>					-Support to the people and government - Good feedback from the public and job satisfaction
<b>DG-BRDA, DG-LG</b>	Project Team	-Positive - Interested			
<b>Government of Balochistan – Departments of Livestock, Agriculture, Women Development, Environment</b>	Wider Audience	-Limited information about BRACE - Supportive of the programme			
<b>TVET Programme EU</b>	Wider Audience	-Positive -Limited information about BRACE	-Support and outreach to communities		
<b>EU Education Programme</b>	Wider Audience	- Supportive of the programme			
<b>EXTERNAL</b>					
<b>Religious Leaders</b>	Influencer	-Positive	-Support to programme	-Support to the	Ensure widespread awareness about the



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<b>Parliamentarians</b>	Influencer	<ul style="list-style-type: none"> <li>-Limited information about BRACE</li> <li>- Supportive of the programme</li> </ul>	<ul style="list-style-type: none"> <li>and outreach to communities</li> <li>-Provide financial support and entry points, especially into the difficult areas</li> <li>-Positive perception</li> <li>-Advocate for the programme</li> <li>-Close coordination and synergy in activities</li> <li>-Ownership of the programme</li> </ul>	<ul style="list-style-type: none"> <li>people and government</li> <li>- Good feedback from the public</li> <li>- Successful programme during their tenure</li> <li>-Capacity building</li> <li>-Global best practices</li> </ul>	<ul style="list-style-type: none"> <li>programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries</li> <li>Ensure that participating communities are knowledgeable about how to participate</li> <li>Promote awareness of BRACE as evidence of strong partnership between Government and EU</li> </ul>
<b>Mayor Office</b>	Influencer				
<b>Civil Society</b>	Wider Audience				
<b>Provincial Universities</b>	Wider Audience				
<b>UN Agencies</b>	Wider Audience				
<b>INGOs</b>	Wider Audience				
<b>NGOs</b>	Wider Audience				
<b>TVET Institutions (Partner)</b>	Wider Audience				
<b>Provincial Electronic, Digital and Print Media</b>	Media				
<b>Quetta Press Club</b>	Media				



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



			<ul style="list-style-type: none"> <li>-Outreach to community for the programme</li> <li>-EU visibility</li> <li>-Sensitize communities and government for civic oversight (watchdog)</li> <li>- Advocate for the programme</li> </ul>	ent of people and country	
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District Level

**INTERNAL**

<b>Divisional Director, Local Government</b>	Influencer/ Project Team	-Positive -High level Interest	-Positive and supportive	- Successful programme	Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergised effort
<b>Assistant Directors, Local Government</b>	Influencer/ Project Team	- Improved service delivery	- implementing BRACE	- Behaviour change of communities	
<b>Chief Officers</b>	Influencer	-Public to recognise their efforts	- Technical and financial support	-Poverty alleviation	
<b>District Chairman</b>	Influencer	- Institutional capacity building	-Close coordination with all partners -Regular and proactive	- Community led and	



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



			sharing of progress/quarterly reports with success stories and pictures	owned development -Support to the people and government - Good feedback from the public and job satisfaction	
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**EXTERNAL**

<b>Commissioners</b>	Influencer	-Positive -Limited information about BRACE - Supportive of the programme -mistrust of NGOs/INGOs and outsiders	-Support to programme and outreach to communities -Provide financial support and entry points, especially into the difficult areas -Positive perception of BRACE	-Support to the people and government - Good feedback from the public - Successful programme during their tenure	Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries Ensure that participating communities are knowledgeable about how to participate Promote awareness of BRACE as evidence of
<b>Deputy Commissions</b>	Influencer				
<b>Law and Enforcement Agencies</b>	Influencer				
<b>Community Elders</b>	Influencer/Beneficiary				
<b>Tribal Leaders</b>	Influencer/Beneficiary				
<b>Religious Leaders</b>	Influencer/Beneficiary				



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Balochistan Rural Development and Community Empowerment Programme (BRACE)

**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



<b>Community Institutions and organisations</b>	Beneficiaries		-Advocate for the programme -Close coordination and synergy in activities -Ownership of the programme	-Capacity building -Global best practices	strong partnership between Government and EU
<b>Line Department Heads – Health, education, PHE, Social Welfare, Livestock, Agriculture, DPW Offices</b>	Wider Audience				
<b>University Campuses, TVET institutions, Vocational Training Institutes</b>	Wider Public/beneficiary				
<b>SMEDA</b>	Wider Audience				
<b>PPHI</b>	Wider Audience				
<b>UN</b>	Wider Audience				
<b>INGOs</b>	Wider Audience				
<b>NGOs</b>	Wider Audience				
<b>Community Support Organisations</b>	Wider Audience				



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



<b>Bar Council</b>	Wider Audience				
<b>Press Clubs District Media</b>	Media		-Promotion and perception building of programme -Outreach to community for the programme -EU visibility -Sensitize communities and government for civic oversight (watchdog) - Advocate for the programme	-Exposure visits -Results – Data -Capacity Building -Stories and content - Contributi on to the developm ent of people and country	
<b>Union Council</b>					
<b>INTERNAL</b>					
<b>Tehsil Networks of Local Support Organisations</b>	Influencer/ Project Team	-Positive -High level Interest	-Support to programme and outreach to communities	-Support to the people - Good feedback from the public	Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergised effort
<b>Union Councils</b>	Influencer	- Improved service delivery	-Positive perception of BRACE	- Successful programme during	
<b>UC secretaries</b>	Influencer	-Public to recognise their efforts	-Implement the programme		
<b>UC Chairman</b>	Influencer				
<b>Development Officers</b>	Wider Audience				



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**BRACE Programme C&V Strategy and C&V 2019 Action Plan**



<b>Elected Councils</b>	Wider Audience	- Institutional capacity building	-Close coordination and synergy in activities -Ownership of the programme	their tenure -Capacity building	
<b>Community Institutions</b>	Beneficiaries				
<b>EXTERNAL</b>					
<b>Assistant Commissioners</b>	Influencer	-Positive -Limited information about BRACE	-Support to programme and outreach to communities -Positive perception of BRACE	-Support to the development of people and communities - reduction in poverty	Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries
<b>Community Institutions</b>	Beneficiary	-	-Implement the programme	-	
<b>Community Elders</b>	Wider Audience /Beneficiary	Supportive of the programme	-Tap into the potential of the communities	-	Ensure that participating communities are knowledgeable about how to participate
<b>Religious Leaders</b>	Wider Audience /Beneficiary	- unaware of rights -Negative perception of NGOs/IN GOs and outsiders	-Willingness to change -Close coordination and synergy in activities	- Utilisation of the full potential of communities	Promote awareness of BRACE as evidence of strong partnership between Government and EU
<b>PTMC</b>	Wider Public		-Ownership of the programme		
<b>Local Youth</b>	Beneficiary				
<b>Local Academia</b>	Beneficiary				
<b>Communities and Women</b>	Beneficiary	-limited external exposure and limited access due to culture,			



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## Balochistan Rural Development and Community Empowerment Programme (BRACE)

### BRACE Programme C&V Strategy and C&V 2019 Action Plan



		<p>especiall y for women</p> <p>- Unwillin g to change</p> <p>- untappe d potential</p> <p>-limited skills and capacity</p>			
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