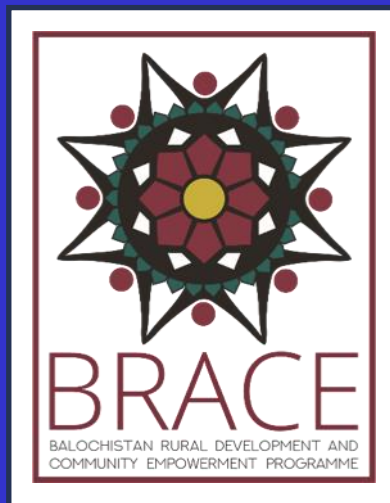




# Balochistan Rural Development and Community Empowerment (BRACE) Programme



Second- Interim Narrative Report  
Rural Support Programmes Network - Component  
June 30, 2018- June 29, 2019



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## Abbreviations and Acronyms

ADP	Annual Development Plan
AKF/MSDSP	Aga Khan Foundation/Mountain Societies Development Support Programme
ALNS	Adult Literacy and Numeracy Skills
BCC	Behaviour Change Communication
BCDP	Balochistan Community Development Programme
BRACE	Balochistan Rural Development and Community Empowerment Programme
BRDA	Balochistan Rural Development Academy
BRSP	Balochistan Rural Support Programme
CAT	Community Awareness Toolkit
CBK	Community Book Keeper
CBSG	Community Based Savings Groups
CDD	Community Driven Development
CDLD	Community Driven Local Development
CIF	Community Investment Fund
CIs	Community Institutions
CMST	Community Management Skills Training
CO	Community Organisation
CPI	Community Physical Infrastructure
CRP	Community Resource Person
C&V	Communication and Visibility
DRR	Disaster Risk Reduction
ER	Expected Result
EU	European Union
FACE	Forum for Advancement of Communication Expertise
FDGs	Focus Group Discussions
GFP	Gender Focal Person
GIS	Geographical Information Systems

GMS	Gender Mainstreaming Strategy
GoB	Government of Balochistan
GRASP	Growth for Rural Advancement and Sustainable Progress
GRG	Gender Resource Group
HD	Human Dynamics
IGA	Income Generating Activities
IGG	Income Generating Grant
IMI	Institutional Maturity Index
IP	Implementing Partner
JDDC	Joint District Development Committee
KPI	Key Performance Indicator
LDPF	Local Development Policy Framework
LG&RDD	Local Government and Rural Development Department
LMST	Leadership and Management Skills Training
LSO	Local Support Organisation
MEAL	Monitoring Evaluation and Learning
MERG	Monitoring & Evaluation Resource Group
MHI	Micro Health Insurance
MIP	Micro Investment Plan
MIS	Management Information System
MoU	Memorandum of Understanding
MoV	Means of Verification
MV	Momentum Ventures
M&E	Monitoring and Evaluation
NFR	Note for Record
NRSP	National Rural Support Programme
OPM	Oxford Policy Management
OTW	Orientation Training Workshop
PAR	Participatory Action Research
PFM	Public Financial Management
PIM	Programme Implementation Manual



PMM	Project Monitoring Matrix
PMU	Programme Management Unit
PPR	Programme for Poverty Reduction
PSC	Poverty Scorecard
PVMSC	Participatory Video and Most Significant Change
PWSN	Persons With Special Needs
P&DD	Planning and Development Department
QACP	Quality Assurance and Control Plan
RAC	Research Advisory Committee
RBWRP	Revival of Balochistan Water Resources Programme
RFP	Request For Proposal
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SDGs	Sustainable Development Goals
SES	Socio-Economic Survey
SMRT	Social Mobilisation Resource Team
SPDC	Strategy and Policy Dialogue Committee
SUCCESS	Sindh Union Council and Community Economic Strengthening Support Programme
SUDVO	Social Union for the Development of Village Organisations
SWD	Social Welfare Department
TA	Technical Assistance
ToR	Terms of Reference
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
UCDP	Union Council Development Plan
UCLG ASPAC	United Cities and Local Government Asia-Pacific
VDP	Village Development Plan
VO	Village Organisation
WASH	Water Sanitation and Hygiene
WDD	Women Development Department

## 1. DESCRIPTION

This interim report outlines the progress made by the Rural Support Programmes Network (RSPN) during year two (June 30, 2018 to June 29, 2019) in the implementation of the European Union (EU) funded “Balochistan Rural Development and Community Empowerment (BRACE) Programme – RSPN Component”.

The report contains progress against performance indicators, Programme activities and key achievements against output indicators and results set for the RSPN component of the Programme. It also highlights the relationships fostered under this action with local authorities, partners and other key stakeholders and explains how the visibility of this EU contribution is ensured in the actions.

1.1 Name of Coordinator of Grant Contract	Rural Support Programmes Network (RSPN)
1.2 Name and title of the contact person	Shandana Khan, Chief Executive Officer
1.3 Name of beneficiary(ies) and affiliated entity(ies) in the action	Rural Support Programmes Network (RSPN)
1.4 Title of the action	Balochistan Rural Development and Community Empowerment Programme (BRACE) Programme – RSPN Component
1.5 Contract Number	ACA/2015/369-759
1.6 Start date and end date of the reporting period	June 30, 2018 to June 29, 2019
1.7 Target Country(ies) or region(s)	Pakistan, in nine districts of Balochistan, namely: Jhal Magsi, Kech, Khuzdar, Killa Abdullah, Loralai, Duki, Pishin, Washuk, and Zhob.
1.8 Final beneficiaries and/or target groups (if different) (including number of women and men)	<p>People and people’s organisations benefiting from the Balochistan Rural Development and Community Empowerment (BRACE) Programme: 300,000 rural households, and the community institutions (Community Organisation – COs, Village Organisations – VOs and Local Support Organisations - LSOs) in Programme target districts.</p> <p>Target groups:</p> <ul style="list-style-type: none"> <li>• Rural Support Programmes: Balochistan Rural Support Programme (BRSP) and National Rural Support Programme (NRSP).</li> <li>• Community Institutions: COs, VOs and LSOs.</li> <li>• Government of Balochistan: Provincial Policy Makers, Local Governments and District Government Authorities.</li> </ul>
1.9 Country(ies) in which the activities take place (if different from 1.7)	Same as 1.7

## 2. ASSESSMENT OF IMPLEMENTATION OF ACTION ACTIVITIES

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### 2.1. EXECUTIVE SUMMARY OF THE ACTION

Balochistan Rural Development and Community Empowerment (BRACE) Programme, a five-year European Union (EU) funded rural development Programme, is being implemented in collaboration with Local Government and Rural Development Department (LG&RDD) of the Government of Balochistan (GoB). The Overall Objective of the Programme is to support the 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.

This Programme has been designed to support mobilising and capacitating local communities for reinforced resilience, improved access to basic services, improved livelihoods, economic growth, and to capacitate local authorities/governments to partner with communities for effective and efficient service delivery, and to assist the development of a strategic Policy Framework for institutionalisation of such approaches ultimately through a Sector-wide Approach the evolution of which will also be supported under this Action. The Programme is also envisaged to provide a platform to GoB and its development partners for evolving a contextualised and harmonised approach to community-led local development.

The intervention logic of BRACE is about changes to socio-economic conditions at the grassroots level: improvement in health and life expectancy, nutrition, education, literacy (to develop skills in support of economic growth), population size and structure, gender and social relations. It intervenes both on the "demand" and "supply" sides of the service delivery equation.

On the demand side, the action combines social mobilisation, capacity building, fostering mechanisms for accountability and civic oversight, creating agency and voice for poor people to become part of the development process, economic empowerment, participative bottom-up area-based development planning, and collective action to address critical community physical infrastructure constraints, to realise welfare and governance outcomes.

On the supply side, the Action supports creating an enabling policy environment for community-led local development through the establishment of a policy framework and improvement of the Public Finance Management System, and empowerment of local authorities for engagement with citizens' institutions, in combination with capacity building for effective public administration, to scale up basic social services delivery and foster mechanisms for social-accountability and through ultimately adopting a Sector-wide Approach to community-led local development.

Implementation of the 'demand' side interventions has been entrusted to the Rural Support Programmes, namely: Balochistan Rural Support Programme (BRSP), National Rural Support Programme (NRSP) and the Rural Support Programmes Network (RSPN), while the EU has contracted two Technical Assistance (TA) teams namely Human Dynamics (HD) and Oxford Policy Management (OPM) to assist the GoB for implementation of the "supply" side interventions.

The Specific Objectives of the Programme are: 1) to empower citizens and communities and provide them with means enabling them to implement community-driven socio-economic development interventions, an increased voice and capability to influence public policy decision making through active engagement with local authorities for quality, inclusive, and equitable service delivery, and civic-oversight, and 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.

BRSP and NRSP are implementing the Programme activities in 09 districts of Balochistan that contribute in attaining Specific Objective one.

The centre-piece of the RSP approach to Community Driven Development (CDD) is its unique Social Mobilisation strategy which aims to build people's institutions, for an interface with local authorities/governments. This is an intensive, integrated and tested approach, since 1982. This strategy is based on the experience of the RSPs that without involving households and communities in their own development, poverty cannot be reduced. Under this approach, households are mobilised into three tier organisations, i.e. Community Organisations (COs) at neighbourhood level, federated into Village Organisations (VOs) at the village level, which are then federated at the Union Council, into Local Support Organisations (LSO).

- Hence, to involve the community, the Social Pillar (institutions of the people) needs to be first created. This Social Pillar will work in conjunction with the Administrative and Political Pillars of the state to promote real, demand-driven local development;
- The institutions of the people need to be financially viable, with the rural poor being able to organise and harness their potential in a sustainable manner;
- Once organised, the community institutions have greater access to local authorities and line departments, to have their demands heard.
- Whereas COs concentrate their work on the individual household and 'collective' activities that benefit a group of 15-20 households, LSOs are able to work at a higher level, to link up with local authorities and undertake larger initiatives, due to their large membership base and economies of scale. Planning thus takes place at various levels i.e. at the village level (VOs), through Village Development Plans (VDPs) and at the Union Council level, through Union Council Development Plans (UCDPs);
- The consolidation of these plans will inform the design and plan of provincial Annual Development Plans (ADPs) and the Public Financial Management (PFM), bridging the gap between the demand and supply side of public service delivery in the province of Balochistan;
- Government officials and elected representatives will be invited to participate in the development of these plans, and the RSPs will also compile and share plans with local governments, for incorporation into district and provincial level plans.
- The organised communities will be made financially viable, through providing the Community Investment Fund (CIF), capacity building support and linkages with local governments. Community members, especially women, will be provided technical and vocational skills training and literacy and numeracy skills to increase economic opportunities and employability. The communities will be facilitated to build and manage community level physical infrastructure schemes.
- The poorest member households will be provided with Income Generating Grants (IGG).
- Along with forming community institutions, capacity building of CI members to effectively manage their own organisations and to engage with local government and public institutions, the RSPs will also build the capacity of CIs in creating awareness on cross-cutting social issues (nutrition, health and hygiene, family planning, HIV-AIDS, gender,

human (particularly women) rights, water, sanitation and hygiene (WASH), disaster risk reduction (DRR), climate change & environment, and natural resource management, etc.).

### **Role of RSPN**

The RSPN component of BRACE is a €2 million grant and will contribute to both of the Specific Objectives of the Programme by contributing in attaining expected results i.e. ER 0 (Preparation Phase), ER 1.5 and ER 2.5 given in the Action Document of the Programme. Given the multi-faceted nature of the Programme, which has numerous stakeholders and implementing partners, the need to create a standardised, uniform implementation approach is vital; particularly to support and enable the government to scale up the Programme moving forward.

There is a need to provide technical support to the implementing RSPs and TA for institutionalising Programme approaches, monitoring & evaluation systems and build capacities, while ensuring quality implementation of the Programme activities. This role is being played by the Rural Support Programmes Network (RSPN), which serves as the strategic network of the RSPs and has experience of harmonising strategy and implementation approaches across the RSPs.

RSPN will play this role by contributing to its **Specific Objective**, i.e. to strengthen the technical and institutional capacities of BRSP and NRSP and provide support and evidence to the Programme TA in order to effectively support the Government of Balochistan (GoB) in its objective of improving public service delivery. In order to contribute to the Specific Objective, RSPN interventions are focused on attaining the five Expected Results; i.e.,

- 1) The quality and effectiveness of Programme implementation by BRSP & NRSP is improved through ensuring uniform Programme implementation approaches and harmonised monitoring, evaluation and reporting mechanisms developed for BRSP and NRSP;
- 2) Gender inequalities reduced through ensuring implementation of the recommendations from the gender mainstreaming strategy to be developed by the Programme TA with support from RSPN;
- 3) Evidence based policy recommendations generated and disseminated to support the Local Development Policy Framework for Balochistan;
- 4) Technical and institutional capacity of BRSP & NRSP enhanced in mainstreaming, addressing and reporting on cross-cutting themes envisaged in the BRACE Programme and;
- 5) Achievements, lessons and successful development approaches drawn from the BRACE Programme widely disseminated through developing and implementing harmonised Communication and Visibility Plans.

### **RSPN has made significant progress under all five Expected Results since the start of the Programme.**

- Under Expected Result 1, i.e. the quality and effectiveness of programme implementation by BRSP & NRSP is improved through ensuring uniform programme implementation approaches and harmonised monitoring, evaluation and reporting mechanisms developed for BRSP and NRSP, RSPN produced a Programme Implementation Manual (PIM) which includes standard operating procedures for the entire capacity development component of the Programme's grants component; a manual & guidelines for poverty mapping through the poverty scorecard; a socio-economic baseline & end line survey approach and methodology; an M&E framework and reporting mechanism on Key Performance

Indicators (KPIs); a Community Awareness Toolkit (CAT) for creating awareness among community members on crosscutting issues; a manual for Community Management Skills Training (CMST); a quality assurance and control plan and related tools. RSPN also assisted BRSP and NRSP in developing an integrated MIS System. The MIS system is protected by firewall against unauthorised access, the database is backed up automatically on regular basis (both off-site and on-site) with the disaster recovery site hosted at multi-net data centre. The MIS helps to highlight, track progress and report on RSPs, district, Tehsil, UC wise as well as on consolidated KPIs of the Programme. The KPIs can be mapped by different geographic layers to show the overall, district, tehsil or UC specific performance of the overall programme or any specific interventions. Since the MIS and the dashboard report data in real-time it helps Programme team in day-to-day programme management and course correction and contributes to accelerating the work. Issues related to low performance against the targets are discussed with RSPs and the follow up actions are undertaken through progress review meetings and regular monitoring visits by the RSPN/RSPs M&E teams in the field. The dashboard also helps in producing periodic and aperiodic KPIs reports for stakeholders, RSPs management and technical teams.

- RSPN contributed to building the technical and institutional capacities of the RSPs by training master trainers from BRSP and NRSP on the PIM, M&E framework, CAT, CMST, quality control plans & checklists, and socio-economic baseline survey approaches & methodologies. This training enhanced the understanding of the staff on the Programme objectives, intervention logic, implementation strategy, Programme's activities and subsequent outputs and outcomes, Communication and Visibility guidelines, work plan and role/responsibilities of each team in attaining the Programme targets. The trainings also resulted in the development of BRACE Programme global and annual work plans with an activity breakdown structure, design of M&E system with indicators plan, implementation strategy and, assignment and responsibilities of each staff and subsequent implementation of Programme in the field.
- RSPN assisted BRSP and NRSP in the rollout of the trainings in Programme districts. Moreover, RSPN provided regular support and technical backstopping to BRSP and NRSP in operationalisation of the PIM, M&E framework and quality assurance and control tools & plans through regular field visits, technical backstopping, spot checks, review meetings, progress tracking, process monitoring and through daily progress reports updated on the MIS dashboard to ensure that the implementation of interventions is on track and is promoting quality and coherence in the Programme.
- This support not only ensured uniform Programme implementation approaches and harmonised monitoring, evaluation and reporting mechanisms by BRSP and NRSP but also increased the pace of progress in year two, covering most of the delays that occurred during year one of the Programme. RSPN assistance also helped BRSP and NRSP in the gender sensitive implementation of the Programme which led to significant progress by the RSPs against most of key performance indicators, despite delays and challenges in year one, e.g. against the target of year one and year two, 91% rural poor has been organised into community institutions and 95% of the COs has savings programmes. Against the overall target of 50%, 43% of CI members and 52% beneficiaries of Programme interventions are women.
- There is still underachievement in some targets by BRSP and NRSP due to reasons mentioned in the subsequent sections of the report, RSPN supports BRSP and NRSP in developing and implementation of accelerated plans to address these delays. BRSP and NRSP progress on some key performance indicators by end of year two are shown below. The progress given is against targets for year one and two.

**Social mobilisation:** Overall, 142,288 (91% of the target<sup>1</sup> of year one and year two and 48% of the total target) rural poor, including 80,598 men (57%) and 61,690 (43%) women, have been organised into community institutions. A total of 141,251 households (90% against the target) have been organised into 9,623 COs (95% of target); 2,017 VOs (121% of the target) and 92 LSOs (70% of the target). Of the total COs, 56% are men's, 42% are women's and 2% are 'mixed' COs, with both women and men as members. Similarly, of the VOs 64% are men's VO, 27% are women's VO and 9% are 'mixed' VO. 95% of the Community Organisations have savings programmes. The total savings by the COs so far is PKR. 4.6 million. Only 12 COs in district Kech lend their savings internally. Since, the COs are moving towards maturity and office bearers of the COs are now trained on CMST, internal lending by COs is expected to increase in year three.

**Trainings and Capacity Building:** 10,951 (62% of the target) office bearers of Community Organisations have been trained in Community Management Skills Training (CMST). Out of the total trained, 5,991 (55%) are men and 4,960 (45%) are women. Similarly, 1,594 (55% of the target) office bearers of VO and LSOs have been trained on Leadership and Management Skill Training (LMST). Out of the total community leaders trained, 70% are men and 30% are women. CRPs have conducted 692 sessions on crosscutting social issues with 8,954 (54% women) community members who have started incorporating activities in their Village Development Plans to address these issues.

**Gender:** 43% of CI members and 52%<sup>2</sup> beneficiaries of Programme interventions to date, are women<sup>3</sup>.

**Local Development Plans:** 90,852 Micro Investment Plans (MIPs) have been developed by the community members (60% against the target). 40% of the VO have developed their Village Development Plans while 66% of LSOs have consolidated the plans at Union Council level in participation with local authorities into Union Council Development Plan (UCDPs).

The process of VDPs and UCDPs development at the field level started long before the TA's district teams were fully on board. However, later on, the samples of village development plans were shared with HD/TA for inputs. Moreover, in February 2019, a matrix was developed by RSPN and shared with HD/TA. This matrix documents RSPs activities/outputs, including the VDPs and UCDPs development and consolidation by the TA, that required HD support and inputs but no inputs from HD/TA received on making these plans more strategic and meaningful. Now as the TA Team Leader and districts' teams are on board and catching up with the delays, it is expected that RSPs will receive strategic inputs in the development of remaining VDPs and UCDPs. The TA staff, in coordination with RSPs and local authorities, will consolidate the VDPs and UCDPs to inform the district development plans which will lay the foundation for synergy between community led initiatives and GoB budget.

**ALNS and TVET:** BRSP has enrolled 1,090 women (198%), against the target of 550 for year one and two, in Adult Literacy and Numeracy Skills (ALNS) centres, and 300 men (75%), against the target of 400 for year one and two, in Technical and Vocational Education Training (TVET). NRSP has identified 960 participants for ALNS and an agreement has been signed with Social Welfare Department to start the training in year three.

<sup>1</sup> The achievement is against year one and year two targets, unless specifically mentioned for the total Programme targets

<sup>2</sup> 97% of IGG, 100% of CIF, and 100% of Adult Literacy and Numeracy beneficiaries (88% women beneficiaries of private-goods intervention), and 49% CPI (public-goods) beneficiaries are women.

<sup>3</sup> Source: BRACE monitoring data, progress on BRACE-KPIs at the end of programme's second year.

**CIF:** Rs. 68.4 million (69%), against a target of Rs. 99.8 million for year one and two, CIF sub-grants have been transferred to 35 Community Institutions. A total of 137 households (3% against a target for year one and two) have taken CIF loans. The loan disbursement target is underachieved as the sub-granting of CIF started in the last quarter of year two. This was due to issues with the CI registration and opening of bank accounts. The registration issue has taken about two years to resolve and was only sorted out in August, 2019. Thus, CIF loan disbursement will increase in year three.

**IGG:** 1,288 poorest households, (55%) against the target of 2,360 or year one and two, received Income Generating Grants (IGGs) from their VOs. A total of Rs. 60,846,800 (58%), the target of 105,384,000 for year one and two, have been sub-granted to VOs and LSOs.

**CPI:** 555 CPIs (229%), against the target of 242 for year one and two, Community Physical Infrastructure (CPIs) have been identified by RSPs. The technical, financial and environmental feasibilities of 110 infrastructure schemes, (67%) against the target of 165 for year one and two, developed, and 102 of the feasible schemes, 82% against the target 125, approved by Joint District Development Committees and 70 (56%) CPI against the target of 125 have been initiated and one CPI has been completed. After completion of these schemes, a total 34,903 poor (16,953 women and 17,950 men) will be benefitting from the initiated CPIs against the over target of 25,500 beneficiaries.

**Joint District Development Committees (JDDCs):** JDDCs, with membership of local governments/authorities, NGOs working in the districts and community representatives, have been notified by the Deputy Commissioners in all Programme districts and meetings of the JDDCs are regularly held. This forum helps community institutions interact officially with elected representatives and local authorities in order to address priorities in community development plans. In the following years, the forum will help institutionalise and sustain the bottom-up community-led development processes into the mainstream formal development planning and budgeting processes, and will also serve as a forum to plan, implement and monitor local development plans.

- Activities undertaken by RSPN in pursuit of attaining the Expected Result 2, i.e. gender inequalities reduced through ensuring implementation of the recommendations from the gender mainstreaming strategy to be developed by the EU TA with support from RSPN, have contributed to a comprehensive gender analysis by the TA, revision of RSP policies by incorporating gender concerns, adoption of “the protection against harassment of women at workplace 2010” law and constitution of committees by RSPs for addressing harassment cases, capacity building of RSPs and GoB staff in implementing Programme activities through gender sensitive approaches. All the above mentioned activities/processes were undertaken in coordination and consultation with HD/TA. Some of the recommendations from gender analysis were helpful and were used by RSPN in revision of RSPs’ HR/gender policies and in the development of the gender mainstreaming manual. However, it is worth mentioning that gender expertise is not available in the TA team and no strategic inputs were received from the TA in gender related activities, except for the gender analysis recommendations which was undertaken by a consultant contracted by the TA.
- The field level observations by RSPN’s Core and Programme staff (including Programme Officer Gender and Development, Programme Manager and M&E Officer - details given in respective section of the report) indicate that Programme implementation staff are now better sensitised on anti-sexual harassment laws in Pakistan and understand the importance of gender aspect for the overall socioeconomic development which contributed in moving towards attaining this Expected Result.



- Gender disaggregated data at the end of year two shows that 43% of CI members and 52% of beneficiaries of Programme interventions are women (against the overall Programme target of 50%). Keeping in view the sociocultural environment of Balochistan, this is good achievement as far as gender aspects of the Programme in concerned. However, given the social, cultural and political environment of Balochistan, reducing sustained gender inequalities is a challenging process and requires sustained efforts. Secondly, the gender mainstreaming strategy, planned to be developed by the TA in first year of the Programme, has not been developed now. To address this delay, RSPN a developed Gender Sensitisation and Mainstreaming training manual and trained master trainers from BRSP, NRSP and GoB Officials on the manual. The training is being rolled out by RSPs in the target districts. To further contribute in these efforts, RSPN will assist the TA in developing the Gender Mainstreaming Strategy and will assist BRSP and NRSP in implementation of the strategy. The GMS strategy now planned to be developed by the TA by February 2020 and its implementation by RSPs will help in mainstreaming gender and contribute to reduced gender inequalities.
- Under Expected Result 3, i.e. evidence based policy recommendations generated and disseminated to support the Local Development Policy Framework for Balochistan, major advocacy events, including three national LSO conventions, an Annual RSP Strategy Retreat and BRACE Programme launch were held which contributed to the Programme communication and advocacy effort for the promotion of CDD approaches for appropriate poverty reduction policies. These event helped policy makers, GoP &GoB representatives, donors to learn about the RSPs' Social Mobilisation approach which will not help in policy advocacy efforts but will also help in developing synergies between EU supported programmes of RSPs and GoB/GoP own ongoing programmes. During the event, the participants also had an opportunity to review key strategic aspects of the RSP programmes focusing on community empowerment and poverty alleviation. Though it's too early to have concrete outcome of these events regarding policy formulation, however, notifications of JDDCs and reduction in the CIs registration fee by the Social Welfare Department Gob are some of the outcomes of the advocacy efforts under BRACE. These events also sensitised the key stakeholders of the Programme on the importance of CDD approaches for socioeconomic development of the rural poor and will help RSPs and the TA in paving the way for the development and endorsement of the local development policy framework and related fiscal reforms by GoB.
- The regional exposure & learning visit with the participation from Provincial Ministers and the Secretaries from Government of Balochistan (GoB) Departments, including Local Government & Rural Development Department (LGRDD), Planning and Development (P&D) Department and Finance, helped in reinforcing the belief that the CDD approaches bring about positive changes in the socioeconomic status of the rural poor and that these approaches can only become sustainable with support of government with appropriate local development policy framework. The importance of CDD approaches in the context of Balochistan were discussed with the political representatives at various forums, including formal & informal meeting and BRACE event and they were observed to be appreciative of the CDD approaches and the efforts by EU and BRACE partners for the development of Local Development Policy based on RSPs' CDD approaches. However, these discussions will be more meaningful when the process for the development of local development policy framework is started and a mechanism for dialogue with stakeholders, as part of the Implementing Partners Synergies Action Plan, is developed by the TA as agreed during the Balochistan Synergy workshop held in April 2018.
- Two, out of three, Participatory Action Research (PAR) studies i.e. "Dynamics of household poverty in Balochistan" and "Dynamics of inclusive development with focus on

women empowerment and gender issues” have been initiated while the third study on the nexus between community-led development and local governance will commence in year three of the Programme. Topics for the thematic and sectoral studies and assessments have been finalised with key stakeholders, including RSPs and GoB and will commence from year three. Initial findings from these studies will be available by the end of year three to inform the policy debate to develop a community-led local development policy framework and the scaling up the successful CDD approaches across Balochistan.

- Under Expected Result 4, i.e. The technical and institutional capacity of BRSP & NRSP enhanced in mainstreaming, addressing and reporting on cross-cutting themes envisaged in the Programme, RSPN developed the Community Awareness toolkit (CAT) and quality assurance checklists, for creating awareness on crosscutting social issues, trained the master trainers from RSPs and GoB department, assisted RSPs in the rollout of CAT trainings to district staff and CRPs. A list of key SDG indicators, relevant to CAT sessions has been prepared. BRSP and NRSP have planned to start reporting on key SDG indicators from year three of the Programme.
- CRPs are conducting regular sessions on crosscutting social issues in communities. These sessions started enhancing awareness on the crosscutting themes evident by the fact that the CIs members have planned activities on crosscutting themes in their Village Development Plans and undertaking the planned activities through self-help initiatives and linkages with government line departments and other organisations working in the area. Though a formal assessment has not been undertaken, it has been observed that the augmented awareness and self-help initiatives by CIs resulted in healthy behaviour among community members. For example, one of the CRPs in district Zhob who is reported that about 70 to 80 households in the community started vaccinating their children by visiting the local People’s Primary Health Care Initiative (PPHI) centre and also started giving polio drops to their children. The women of these households, prior to CAT sessions, did not vaccinate their children and the refusal cases of polio reduced in number due to the CAT sessions.
- Under Expected Result 5, i.e. achievements, lessons and successful development approaches drawn from the BRACE widely disseminated through developing and implementing harmonised Communication and Visibility Plans, RSPN assisted the Programme TA in developing the Global Communication and Visibility (C&V) Strategy which aims to sensitise and mobilise the Programme stakeholders to support CDD approaches for bringing about socioeconomic changes in Balochistan. The audience is both internal and external and includes Programme team, implementing partners, CBOs, NGOs, influencers (including politicians and GoB officials) media, beneficiaries and were identified through stakeholder mapping exercise.
- On the basis of the Global C&V Strategy, the RSPN developed C&V plans for the grants (RSPN, BRSP and NRSP) components of the Programme. The strategy and plans are being implemented by the all three RSPs uniformly. The implementation of the C&V plans is in progress by BRSP and NRSP with assistance from RSPN.
- Capacity building of RSPs in communication and regular support by RSPN in implementation of the C&V strategy and plans contributed to Programme communication to the stakeholders through Facebook page, BRACE webpage on RSPN Website, media coverage of the Programme events in electronic and print media, BRACE Video documentaries, newsletters and annual KPI reports and through successful LSO conventions and RSPs Strategic Retreats.

- Moreover, EU's support is acknowledged in all communication with the stakeholders and all internal and external Programme-related communication and documentation display the EU logo.

RSPN Core team members and BRACE Programme staff conducted regular field visits to Programme districts to provide support to RSPs in implementation of the Programme and ensure standardisation and quality assurance. Assessments of the field visits show that the Implementing Partners are ensuring and following uniform implementation strategies and monitoring system for the various components of the Programme.

The coordinated approach adopted by the BRACE Programme and active engagement of the stakeholders at every level made all the Programme stakeholders, especially the GoB extremely supportive right from the onset of the Programme as evident by active participation of high level officials, e.g. in BRACE launch, LSO conventions, regional exposure visits, meetings and trainings.

The intervention logic of the BRACE Programme is still relevant and does not require any changes. Impact and outcome level assumptions of the Programme hold true so far as no major security issue has arisen due to law and order situation, no natural calamities occurred, implementing RSPs and programme TA cooperated with each other and GoB continued supporting the Programme.

## 2.2. RESULTS AND ACTIVITIES

### A. RESULTS

**SPECIFIC OBJECTIVE:** *To strengthen the technical and institutional capacities of BRSP and NRSP and provide support and evidence to the Programme TA in order to effectively support the Government of Balochistan in its objective of improving public service delivery.*

#### OUTCOME:

In order to contribute to strengthening the technical and institutional capacities of BRSP and NRSP and provide support and evidence to the Programme TA, RSPN has made significant progress under all expected results and corresponding indicators. RSPN, in consultation with Programme partners, developed uniform implementation strategies and guidelines. These include a Programme Implementation Manual (PIM), including the standard operating procedures for the entire capacity development component of the programme's grants component; common gender sensitive M&E framework and reporting mechanism on Key Performance Indicators (KPIs); Poverty Scorecard (PSC) census manual; socio-economic baseline and end line survey approach and methodology; a manual and guidelines for gender sensitisation and mainstreaming; a conceptual research framework to guide the research component of the Programme; a Community Awareness Toolkit (CAT) for augmenting awareness in communities regarding crosscutting social issues; the Quality Assurance and Control Plans (QACP) that contain comprehensive manual and checklists for ensuring quality of Programme interventions; and the Communication and Visibility Strategy for the BRACE Programme to sensitise and mobilise the key stakeholders of the Programme to support CDD approaches for bringing about socioeconomic changes in Balochistan. Given the multifaceted nature of the Programme with a multitude of stakeholders and implementing partners, the need to create a standardised, uniform approach for Programme's implementation is vital.

Capacity building of implementing partners (BRSP, NRSP) and relevant departments of the GoB, including personnel from Local Government & Rural Development Department, Planning and Development Department, Social Welfare Department and Women Development Department is a prerequisite in ensuring that uniform strategies and plans are implemented effectively in the pursuit of attaining the Specific Objective of the Programme. Hence, development of the uniform implementation strategies was followed by training of implementing RSPs and staff from the above mentioned GoB departments and by the follow up technical and institutional support in implementation of the Programme strategies. This role played by RSPN resulted in adoption of the uniform strategies and guidelines by RSPs in the Programme.

To ensure that the Programme implementation results are monitored, measured and reported according to the Programme strategies, RSPs adopted the M&E framework and quality assurance and control mechanism to collect, analyse and report data on common Key Performance Indicators (KPIs) as per the guidelines given in the framework. Programme monitoring plan, detailed result matrix, and project monitoring matrix support and guide the overall monitoring system of the Programme.

RSPN assisted BRSP and NRSP in developing an integrated web-based MIS to track and report on the KPIs of the Programme. The centralised dashboard, developed by RSPN provides a platform for consolidating the data from both of the implementing partners. Programme's overall, district-wise, tehsil and UC wise progress can be tracked in real-time through the MIS dashboard that helps in effective and timely decision making.

The M&E framework developed by RSPN will also help the TA in developing the overall M&E framework for BRACE Programme which will help the GoB in monitoring of the CDD Programmes in the province. These efforts by RSPN resulted in the use of uniform programme implementation approaches and harmonised monitoring, evaluation and reporting mechanisms by BRSP and NRSP.

Similarly, a number of activities have been undertaken by RSPN to support BRSP, NRSP and the TA in gender sensitive implementation of the Programme to contribute to reduced gender inequalities. The inputs by RSPN have contributed towards a comprehensive gender analysis by the TA, capacity building of RSPs and GoB staff in implementing the Programme activities through gender sensitive approaches, monitoring and reporting of gender sensitive KPIs and improvement in RSPs policies by incorporating gender aspects.

Moreover, both BRSP and NRSP have adopted "the protection against harassment of women at workplace, 2010" law and constituted committees for addressing harassment cases. RSPN's Core and Programme staff during field visits to communities follow up on the gender aspects of implementation and their observations indicate that Programme implementation staff are sensitised on anti-sexual harassment laws in Pakistan and understand the importance of gender aspect for the overall socioeconomic development to a large extent.

Progress against the Programme's key performance indicators at the end of year two shows that (so far) 43% of CI members and 52% beneficiaries from Programme interventions are women. Moreover, 97% of IGG, 100% of CIF, and 100% of Adult Literacy and Numeracy Skills (ALNS) beneficiaries are women. However, given the social, cultural and political environment of Balochistan, reducing sustained gender inequalities is challenging process and requires sustained approaches. The GMS strategy and its implementation will help in further mainstreaming of gender in the context of Balochistan that will ultimately contribute to reduced gender inequalities in the Programme areas.

In order to generate and disseminate evidence based policy recommendations for the development of Local Development Policy Framework for Balochistan, RSPN has developed a research framework through a consultative process which is a guiding document and calendar of research activities over the Programme life. Participatory Action Research (PAR) studies i.e. “Dynamics of household poverty in Balochistan” and “Dynamics of inclusive development with focus on women empowerment and gender issues” have been initiated. These are longitudinal studies, they will be completed in three stages; the first, second and third stage will be completed in December 2019, January 2021 and March 2022 respectively. The findings these studies will be available and will be shared with the stakeholders for policy advocacy and Programme improvement at the end of each stage. The thematic studies and assessments on Technical and Vocational Educational Training (TVET), Community Investment Fund (CIF) and Income Generating Grants (IGGs), sustainability & continuity of community physical infrastructure and the disability component of the Programme will commence from year three. Findings of these studies will be available from year three of the Programme and will be disseminated to promote evidence-based advocacy for the development of a community-led development framework for Balochistan and scaling up the successful CDD approaches across Balochistan.

In order to enhance the technical and institutional capacities of BRSP & NRSP in mainstreaming, addressing and reporting on cross-cutting social issues, RSPN developed the Community Awareness toolkit (CAT) – a toolkit for creating awareness on the crosscutting themes – and operational guidelines and quality control tools and plans, followed by training master trainers (17 men and 11 women) from BRSP and NRSP and GoB Officials from Nutrition Cell, Women Development Department, Balochistan Rural Development Academy and Social Welfare Department. These master trainers from BRSP and NRSP rolled out the training in the Programme districts and trained CRPs. CRPs are conducting sessions on the crosscutting themes in communities. Village Development Plans by VOs show that CIs members have planned activities on crosscutting social issues and undertaking the planned activities, e.g. enrolment of out of school children, vaccination of children and pregnant mothers, civic registration, etc. through self-help initiatives and linkages.

Moreover, to ensure a well-coordinated and uniform Communication and Visibility (C&V) of the Programme, RSPN supported the Programme TA in developing the Global Communication and Visibility (C&V) Strategy which aims to sensitise and mobilise the key stakeholders to support CDD approaches for bringing about socioeconomic changes in Balochistan. On the basis of the Global C&V Strategy, the RSPN developed C&V plans for the grants (RSPN, BRSP and NRSP) components of the Programme. The implementation of the C&V plans is in progress by BRSP and NRSP with assistance from RSPN.

GoB remained supportive of the community driven local development initiatives and implementing partners cooperated with each other during the reporting period. RSPN has made significant progress against below mentioned outcome indicators. Observations from frequent follow up field visits to communities by Programme and M&E teams of RSPN, BRSP and NRSP; successful implementation of socio-economic baseline reports; the MIS-dashboard updates; periodic progress and monitoring reports and means of verifications confirm that BRSP and NRSP follow uniform implementation strategies, monitoring system and a common Communication & Visibility Strategy for the programme. However, given the nature of the Programme with a multitude of interventions, follow-up support is required to field staff to further develop staff capacity in mainstreaming of standardised approaches, hence, the support to field staff has been incorporated in BRSP, NRSP and RSPN plans for upcoming years.

Given the progress, the outcome level indicators of the RSPN component are on track and indicate achievement of the outcome indicators during the Programme life. No changes have been made at outcome level indicators and corresponding assumptions mentioned in the RSPN logframe. However, HD/TA plans to undertake an exercise for developing a Nested logframe and update Implementing Partners' logframe which will a) facilitate inter-implementing partner coordination, (b) further guide IPs to deliver agreed outputs, and (c) structure the strategic policy dialogue between the IPs the GoB and the EUD. This will also help RSPs in developing consolidated progress reports of the various components of the Programme.

***Logframe Indicators:***

**Indicator 1:** Implementing Partners follow uniform, but contextualised, implementation strategies for the various components of the Programme;

Both BRSP and NRSP have adopted common implementation strategies and are following implementation methodologies outlined in the Programme Implementation Manual (PIM), the Monitoring & Evaluation framework, Community Awareness Toolkit (CAT), and in the associated tools.

In year one of the Programme, RSPN developed uniform implementation strategies and related guidelines; including Programme Implementation Manual (PIM) with guidelines for entire capacity building component of the Programme, common gender sensitive M&E framework and reporting mechanism on Key Performance Indicators (KPIs), Quality Assurance and Control Plans (QACP), Poverty Scorecard (PSC) survey Manual, socio-economic baseline and end line survey approach and methodology, Community Awareness Toolkit (CAT), Community Management Skills Training (CMST) manual, Communication & Visibility Strategy and Plans. Staff from BRSP, NRSP and relevant Departments of GoB, including from Local Government & Rural Development Department, Planning and Development Department, Social Welfare Department and Women Development Department was trained to effectively implement these strategies. The manuals and guidelines were prepared in the context of Balochistan and aligned with Programme Objectives. CAT manual includes graphics for greater understanding by the community members. Similarly, Community Management Skill Trainings (CMST) manual was prepared that uses the principles of adult-learning (Goal oriented, life experiences & knowledge, motivation building, active participation in learning process, self-directed and relevance<sup>4</sup>) to engage with community women and men. Now, the CMST training is appropriate both for non-literate and literate community leaders, as the training uses interactive approaches and invites participants to reflect and analyse their current situation and develop a vision for the future. Implementing partners and GoB staff were trained on the above mentioned implementation strategies and follow up support (details given in section 2.2 B) was provided during year one and two of the Programme. In year two of the Programme, RSPN developed an interactive module on Leadership and Management Skill Training (LMST) for BRSP and NRSP. This module is developed for the office bearers of the VOs and LSOs. The basic aim of this module is to enhance the local potential for leadership in the communities. The course develops capacity of the local leaders on development concepts, leadership and management, addressing development barriers, importance of the three tier social mobilisation and presentation & communication skills. Moreover, RSPN on the basis of learning from the field and on the request of NRSP, made two changes in the BRACE PIM. Details of the changes are given in activities section (Activity A-1.2) of the report. Furthermore,

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<sup>4</sup> Collins, J. (2004). Education techniques for lifelong learning: principles of adult learning. Radiographics, 24(5), 1483-9

RSPN developed a Gender Sensitisation and Mainstreaming Manual, which included mainstreaming gender needs in Programme interventions and trained 29 Master Trainers (20 men and 9 women) from BRSP and NRSP on the manual which will help in addressing gender needs in social mobilisation activities and other Programme activities including TVET, CIF, IGG, CPIs related interventions. RSPs have started the rollout of the training. Keeping in view the progress and field visit findings (mentioned below), it can be deduced that the indicator is on track and will be attained in subsequent years of the Programme.

RSPN Core and Programme team provided regular support to BRSP and NRSP to support implementation of the Programme, ensuring it is implemented according to the processes outlined in the PIM. The support includes periodic review of the Programme implementation, regular visits by Programme Manager, M&E Officer, Documentation and Reporting Officer, Communication Officer, Research Coordinator, Specialist Social Mobilisation, Specialist M&E and Programme Officer Gender & Development. The findings of the field visits by Programme and RSPN's Core team confirmed that the Programme Implementation Manual, quality control plans and M&E Framework developed by RSPN at the start of the Programme remained instrumental in standardising the implementation methodologies and process by the two RSPs.

Despite delays in year one of the Programme and numerous challenges faced during the implementation, significant progress has been observed against most of the key performance indicators in year two. Overall, 142,288 (91% against the target<sup>5</sup> of year one and year two and 48% of the total target) rural poor, including 80,598 men (57%) and 61,690 (43%) women, have been organised in community institutions. 141,251 households (90% against the target) have been organised into 9,623 COs (95% of target), 2,017 VOs (121% of target) and 92 LSOs (70% of target) by the two RSPs. Among the COs, 56% are men, 42% are women while 2% are mixed COs. Similarly, among the VOs 64% are men VOs, 27% are women VOs and 9% are mixed VOs. Moreover, 95% of the fostered Community Organisations have saving programmes. During the reporting period, 10,951 office bearers of COs (Presidents and Manager) have been trained against the target of 17,574 (62%) on Community Management Skills and Training (CMST) module that was developed by RSPN in year one of the Programme. Out of the total trained community leaders, 5,991 (55%) are men and 4,960 (45%) are women. Similarly, 1,594 (55% of the target) office bearers of VOs and LSOs have trained on LMST. Out of the total trained community leaders, 70% are men and 30% are women. RSPs hired and trained 319 Community Resource Persons (48% against the target of 668), including 168 women CRPs, who are providing awareness raising sessions to the members of Community Organisations on critical cross cutting themes covered in Community Awareness Toolkit to raise awareness among the communities. This will help in improving people's and citizen's perception of their involvement in local governance processes and the quality and access to services.

RSPN developed a Gender Sensitisation and Mainstreaming Manual, which included mainstreaming gender needs in Programme interventions and 29 master trainers (20 men and 9 women) from BRSP and NRSP on the manual which will help in addressing gender needs in social mobilisation activities and other programme activities including TVET, CIF, IGG, CPI related interventions. RSPs have started the rollout of the training. Further details of this activity are given in A-2.5 below.

At household level, total 90,852 (60% against the target) Micro Investment Plans (MIPs) have been developed by the community members against the target of 152,628 for year one and

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<sup>5</sup> The achievement is against year one and year two targets, unless specifically mentioned for the total Programme targets

two. This has been done with the support of social organisers and social mobilisation teams of NRSP and BRSP, who paid attention to what sort of income generating activity the beneficiary wants to engage in case he/she gets CIF/IGG, and what training would they want to take if they are eligible for TVET. Similarly, VOs and LSOs have started developing their local plans. Against the target of year one and two, 40% of the VOs have developed their village development plans while 21 LSOs (16% against the target for year one and two) have consolidated the plans at union council level in participation of local authorities. Reasons for the under achievement in development planning and other targets are given in the activities section of the report. The implementing RSPs have started implementation for various Programme interventions, including Technical and Vocational Education Training (TVET), Adult Literacy and Numeracy Skills (ALNS), Community Investment Funds (CIF), Income Generating Grants (IGG) etc. BRSP has enrolled 1090 (198% against the target for year one and two) women in ALNS centres, and 300 (75% against the target for year one and two) men in TEVT. However, NRSP has identified 960 participants for ALNS and an agreement has been signed with Social Welfare Department to start the training next year.

Pak Rupees (PKR) 68.4 million, against target of PKR 99.8 million (69%), CIF sub-grants have been transferred to 35 Community Institutions. A total of 137 households (3% against a target for year one and two) have taken CIF loans. The loan disbursement target is underachieved as the sub-granting of CIF started in last quarter of year two. The loan disbursement will rate will increase in year three. Moreover, 1,288 (55% against the target of 2,360) poorest households got Income Generating Grants (IGGs) from their VOs. A total of PKR 60.8 million (58%) have been sub-granted to VOs, LSOs and COs for IGGs to poorest households.

Joint District Development Committees (JDDCs) in all Programme districts have been notified by the Deputy Commissioners and meetings of the JDDCs are regularly held which help three-tier community institutions attain their objectives more effectively with the support of and in collaboration with the elected representatives and local authorities as these committees provide a forum for interaction between government officials at the local level and the community representatives (office bearers of the COs/VOs/LSOs) to interact with each other, share development plans, avoid duplications and finalize them according to the local needs. 555 CPIs (229%) CPIs have been identified by RSPs, technical, financial and environmental feasibilities of 110 (67%) infrastructure schemes developed, and 102 (82%) feasible schemes approved by Joint District Development Committees and 70 (56%) CPI against the target of 125 have been initiated. After completion of these schemes, a total 34,903 poor community members (16,953 women and 17,950 men) will be benefitting from the initiated CPIs.

One of the key challenges the Programme faces is registration of the community institutions due to slow process and high registration fee charged by the Social Welfare Department and the subsequent bank account opening of these institutions due to stringent State Bank of Pakistan Policies. To address this issue, RSPs management put in efforts, including taking up the issue in RSPN's Board oversight committee, meetings with Additional Chief Secretary, Secretary Planning and Development Department, Secretary Social Welfare Department Government of Balochistan by Chief Executive Officer BRSP and Programme Managers of all RSPs and the Team Lead and Provincial Coordinator TA component. Moreover, Chief Executive Officer NRSP met with Governor State Bank of Pakistan to address the CIs Bank account opening. The issue of bank account opening has also been taken up with multiple banks. There is some good progress regarding addressing these issue as registration of CIs and bank account opening has started but with a slow pace. By the end of reporting period, 4% of VOs and 24% of LSOs had been registered. BRSP and NRSP have started sub-granting to already registered Community Institutions. However, at the time of filing of this report i.e. August 2019, the Director General Social Welfare, Special Education and Human Rights Balochistan, through a notification, amended the fee structure for the registration of CIs



by reducing the registration fee to PKR 500 for COs, VOs and LSOs. Previously, the fee for the registration was PKR 10,000 which was a financial burden on the poor members of the CIs. This amendment was the result of RSPs and TA engagement with GoB and their advocacy efforts for facilitating the CIs. The reduction in registration fee will expedite the process of CIs registration and subsequent bank account opening which will, in turn, expedite those activities of the Programme that have low achievements against the targets and were dependent on the sub-granting to CIs. Another challenge that all RSPs and the TA faced during the reporting year was ensuring coordination with the Oxford Policy Management (OPM) despite several efforts. The OPM was invited in almost all meeting and the lessons learning visit and workshop. The OPM was requested to share updates on PFM component so that RSPN is able to report on. This issue was raised with the HD/TA but have not been addressed.

**Indicator 2: IPs develop a common results framework agreed with GoB;**

In year one of the Programme, RSPN in consultation with BRSP and NRSP's M&E and Programme staff developed a common and a "uniform M&E framework" for the BRACE Programme in the inception phase to ensure that the Programme results are monitored, measured and reported according to the guidelines and processes given in the PIM. The M&E framework spells out the key functions of monitoring and evaluation, and determines roles and responsibilities for the RSPN and RSPs M&E teams in implementing programme functions. The framework provides detailed matrices, including the Detailed Results Matrix (DRM) and Project Monitoring Matrix (PMM) that build on the overall BRACE Programme logframe and being used for elaborating what to monitor, and how to track programme implementation progress. Quality assurance and quality control mechanisms and checklists along-with detailed work instructions are also part of the framework. Gender has been incorporated as a cross-cutting theme throughout the M&E framework and the framework provides guidelines and formats for collection, analysis and reporting of disaggregated data of beneficiaries segregated by gender (inclusive of transgender), age, income group and disability, etc. essential to better serve girls, women, boys and men. Gender sensitisation and the significance of working with girls, women, boys and men have been mainstreamed in all training sessions and M&E related activities.

The M&E framework was reviewed with RSPs and Government of Balochistan representatives from Planning and Development Department in five-day M&E training workshop held in November 2017. The GoB endorsed the M&E framework in the training workshop in which GoB officials, including Mr. Agha Syed Liaqat Ali, MPA and Member of Parliamentary Committee Planning and Development Department, GoB and Mr. Asfandiyar Kakar, Secretary Planning and Development Department were the among the guests during closing ceremony. However, the GoB representatives asked the TA and RSPs to develop an Overall M&E framework, with specified roll for GoB Departments, so that GoB can use the framework for strategic decision-making and assessment of the impact pertaining to the community led development policy framework, designing periodic evaluation mechanisms with agreed indicators for relevance, efficiency, effectiveness, outcomes and impact, sustainability, quality and frequency of reporting and lessons learned. The overall M&E framework of the BRACE Programme is planned to be developed by the TA. The M&E framework will support Programme TA in developing BRACE's Overall M&E Framework for Government of Balochistan. RSPN, BRSP and NRSP follow a uniform monitoring system as described in the M&E framework, details presented below in indicator 3.

**Indicator 3: IPs follow a uniform monitoring system;**

The Programme implementing partners follow a uniform monitoring system. The framework, developed by RSPN in the inception phase of the Programme (details in activity A-1.6),

provides a uniform monitoring system to implementing partners with the following processes. In order to report on Programme performance, a set of common Key Performance Indicators (KPIs) have been developed. BRSP and NRSP collect data on the KPIs on standardised formats and feed into a web-based MIS, developed by RSPs with assistance from RSPN. The central dashboard, developed by RSPN consolidates data from both the implementing partners and produces KPIs reports. Overall Programme wise, district-wise, tehsil and UC wise progress can be tracked in real-time through this system. Programme monitoring plan, detailed result matrix, and the project monitoring matrix support guide the overall monitoring system of the Programme. Embedded in the monitoring system, the quality control and assurance tools and checklists (details in activity A-1.17) support RSPs in ensuring the quality of the Programme interventions. After training of the M&E staff of the implementing partners by RSPN on the M&E framework (details in activity A-1.15) and on the quality control plans and checklists (details in activity A-1.16) in year one of the Programme, implementation of the monitoring system started.

Building upon the first year's support provided to BRSP and NRSP in operationalisation of the M&E framework and to ensure regular reporting on common KPIs, RSPN core and BRACE Programme team continued providing regular technical backstopping in year two through regular field visits to communities, review meetings, progress tracking, process monitoring and through daily progress reports updated on the MIS dashboard. The M&E activities have focused on ensuring that the process and implementation of interventions are on track and is promoting quality and coherence in the Programme. Details regarding assistance provided to BRSP & NRSP in operationalisation of the M&E framework and follow-up field visits are given in activity A-1.7 in the activities section of the report. The findings of the field visits to BRSP and NRSP Programme districts show that monitoring activities by BRSP and NRSP are being undertaken as per M&E Framework and both of the implementing RSPs are following the uniform monitoring and quality assurance and control mechanism for ensuring robust and uniform implementation of Programme activities. Moreover, implementing RSPs BRSP and NRSP programme staff use quality assurance checklists in their activities to ensure that the activity is performed according to the guidelines and processes given in the BRACE Programme PIM. However, field findings also show that field level staff capacity needs to be further developed in utilisation of the framework. For this purpose, the Monitoring and Evaluation Resource Group (MERG) meetings have been transformed to capacity building workshops to train M&E Officers of all RSPs, including BRSP and NRSP. The MERG comprising heads of M&E section of each RSP and led by the M&E specialist of RSPN; it serves as a source for continuous feedback on Programme management. Capacity building needs and follow up support to field staff has been incorporated into BRSP, NRSP and RSPN plans for upcoming years.

**Indicator 4:** IPs develop and follow a common Communication & Visibility Strategy;

To ensure well-coordinated and uniform Communication and Visibility (C&V) of the Programme, RSPN, assisted the TA in developing the Communication and Visibility (C&V) strategy. The C&V strategy have been revised in year two of the Programme on the basis of feedback and inputs from EU communication team. EU's rules given in the "*C&V in EU-financed External Actions Manual*" were followed in the development of the Strategy to ensure that the communication on EU-funded external action is consistent with the European Union's values. On the basis of the Global C&V Strategy, the RSPN developed C&V plans for the grants (RSPN, BRSP and NRSP) components of the Programme. Detailed process for the development of C&V Strategy and Plans is given in the description of activity A-5.1.

Findings from field visits, meeting minutes, documentation and online material show that the implementing partners are following a common Communication & Visibility Strategy and thus ensuring standardised as well as effective C&V. Communication and Visibility related activities

undertaken in year two of the Programme include National LSO conventions, publication and dissemination of BRACE Programme newsletter, KPI report, communication of the Programme through BRACE Facebook page, promotional material (such as take away gifts, banners, standees, Programme briefs, fact sheets), BRACE events-media coverage, online streaming of video documentaries and through formal and informal meetings with policy makers and GoB officials. Details of these activities are given in the description activity A-5.2 in the activities section of the report. Through these activities, EU's support is acknowledged with the stakeholders including, policy makers, national, provincial and local governments, UN agencies, local, national and international NGOs. All internal and external Programme-related communication and documentation, e.g. brochures, publications, training material, presentations, reports, letters, attendance sheets, minutes of the meetings, advertisement etc. display the EU logo. Similarly, the publications including, KPIs report, newsletters, manuals and reports contains the EU disclaimer and also mention the financial support of European Union for the BRACE Programme. Moreover, in all the posts of BRACE Programme Facebook page, hashtag of #EUinPakistan is being used.

### **EXPECTED RESULTS (ERs):**

In order to attain the Specific Objective, RSPN has been working on the following five Expected Results (ER) with corresponding indicators, and corresponding activities. Elaboration of the activities implemented are as follows;

**ER-1:** The quality and effectiveness of Programme implementation by BRSP & NRSP is improved through ensuring uniform Programme implementation approaches and harmonised monitoring, evaluation and reporting mechanisms developed for BRSP and NRSP.

**ER-2:** Gender inequalities reduced through ensuring implementation of the recommendations from the gender mainstreaming strategy to be developed by the EU TA with support from RSPN.

**ER-3:** Evidence based policy recommendations generated and disseminated to support the Local Development Policy Framework for Balochistan.

**ER-4:** Technical and institutional capacity of BRSP & NRSP enhanced in mainstreaming, addressing and reporting on cross-cutting themes envisaged in the Balochistan Rural Development & Community Empowerment (BRACE) Programme

**ER-5:** Achievements, lessons and successful development approaches drawn from the BRACE Programme widely disseminated through developing and implementing harmonised Communication and Visibility Plans

**ER-1: THE QUALITY AND EFFECTIVENESS OF PROGRAMME IMPLEMENTATION BY BRSP & NRSP IS IMPROVED THROUGH ENSURING UNIFORM PROGRAMME IMPLEMENTATION APPROACHES AND HARMONISED MONITORING, EVALUATION AND REPORTING MECHANISMS DEVELOPED FOR BRSP AND NRSP.**

Given the multi-faceted nature of the Programme with a multitude of stakeholders and implementing partners, the need to create a standardised, uniform approach for Programme implementation is vital; particularly to support and enable the government to scale up the Programme moving forward. To contribute towards creating a uniform Programme implementation approach and harmonised monitoring, evaluation and reporting mechanisms, RSPN supported Implementing Partners (BRSP and NRSP) in developing their respective proposals, produced a Programme Implementation Manual (PIM) and guidelines, manual & guidelines for poverty mapping through the poverty scorecard census, a common socio-

economic baseline & end line survey approach and methodology, an M&E framework and reporting mechanism on Key Performance Indicators (KPIs), a Community Awareness Toolkit (CAT), the quality assurance and control plan and related tools, and assisted BRSP and NRSP in developing an integrated MIS System during the first year of the Programme. Since these documents are dynamic, RSPN revised some part of the PIM in year two of the Programme on the basis of learning from the field implementation and on the request of implementing RSPs. RSPN contributed to building the technical and institutional capacities by training master trainers from BRSP and NRSP on PIM, M&E framework, CAT, CMST, Gender sensitisation, quality control plans & checklists, and socio-economic baselines survey approaches & methodologies. These trainings enhanced the understanding of the staff on the Programme objectives, intervention logic, implementation strategy, Programme's activities and subsequent outputs and outcomes, communication and visibility guidelines, work plan and role/responsibilities of each team in attaining the Programme targets.

The targets and related indicators contributing to the Expected Result 1 (ER 1), including development and training of the target number of RSPs staff on Programme Implementation Manual (PIM) & guidelines, a common M&E framework, the Quality Assurance and Control Plan (QACP) and subsequent adaptation by partner RSPs and publication of annual KPIs reports have been achieved. Though the ER 1 will be achieved over the course of Programme implementation, during year one and two, RSPN's inputs contributed to building coherence in the Programme approach and a uniformity in Programme implementation. BRSP and NRSP started adopting the PIM in the field by using standardised processes and formats for capacity building of their staff in Programme interventions. To ensure conformance to processes outlined in the PIM, implementing partners have adopted the quality assurance and control plans. Development of the common M&E framework, with gender sensitive indicators and training of the M&E staff on the M&E framework contributed to collection, analysis and reporting of Programme data and in production of KPIs reports on the Programme performance. Using the socio-economic baselines survey approaches & methodologies, developed by RSPN with assistance from University of Mannheim Germany, BRSP and NRSP have undertaken the survey in Programme districts. Though a formal evaluation has not been undertaken, based on the common and standardised approaches observed and reported by RSPN, BRSP and NRSP in capacity building, social mobilisation activities, PSC census, socioeconomic surveys, development planning by CIs, livelihood and other Programme activities and on the basis of achievements against the KPIs in year two (as compared to year one of the Programme), the quality of Programme interventions observed during field visits and administration of quality assurance and control checklist by RSPs, it can be deduced that the result is on track and support and follow up visits by RSPN in following years will further contribute to effectively attaining ER 1.

### ***Logframe Indicators:***

#### **1. Programme Implementation Manual (PIM)/guidelines developed by RSPN and adopted by partner RSPs:**

*Programme Implementation Manual (PIM)/guidelines developed by RSPN and adopted by partner RSPs.*

For the BRACE Programme, RSPN core and BRACE Programme Management Unit (PMU) teams took the lead in development of the PIM in consultation with BRSP and NRSP Programme and M&E teams. At the start of the inception phase, a planning workshop was organised that was attended by RSPN, BRSP and NRSP team members, in which process & methodology for PIM development was discussed and agreed upon. After the PIM has been drafted by RSPN, it was shared with the RSPs' Social Mobilisation and Gender Resource

Groups and their inputs and feedback were incorporated into the draft. The draft of the PIM was reviewed and finalised in a three-day review workshop held at BRSP Office Quetta, in which along with representatives from Local Government and Rural Development Department and Planning & Development Department of GoB, staff from RSPs Programme, Social Mobilisation and M&E department participated. The English version of the PIM has been translated into Urdu language to ensure better understanding of the field staff on PIM and its implementation at the field level as RSPs staff at field level are more easy with Urdu. The PIM includes implementation approaches, and processes for; a) Social Mobilisation and Institutional Development, formation and development of COs/VOs/LSOs and linking it with Community Investment Fund (CIF) and Income Generating Grants (IGGs); b) Micro Health Insurance (MHI), c) Community Physical Infrastructure (CPI); d) technical, vocational and livestock trainings; e) engagement with local authorities at Tehsil and District level to advocate for access to essential public services and for planning, implementation and monitoring of local development plans; and f) methodology and process for mainstreaming cross-cutting themes. PIM is a living document and will be updated annually based on the learnings from the field, if such need arises. The IPs have adopted the PIM for the BRACE Programme. After the development of PIM, master trainers from RSPs have been trained on PIM, and they have begun the rollout of the training in the field.

Building on the assistance provided to BRSP and NRSP in rollout of the PIM training to the relevant staff members in year one (reported in the First Interim report), the RSPs continued the rollout trainings in year two. BRSP organised two training events and trained 39 Programme staff including 28 men and 11 women while NRSP trained 12 BRACE Programme staff on PIM during the reporting period. The overall achievement of the rollout of PIM training against the overall target for NRSP is 104% i.e. 28 staff members trained against the target of 27 while BRSP's achievement is 76% against the overall target, i.e. 151 staff members trained against the target of 202. BRSP will continue the rollout in the coming years as the Programme implementation will require staff in different phases as per Programme work plan.

The training resulted in the development of BRACE Programme global and annual work plans with an activity breakdown structure, design of Monitoring, Evaluation and Learning (MEAL) system with indicators plan, implementation strategy and, assignment and responsibilities of each staff. The social mobilisation teams, specifically Social Organisers, Senior Social Organisers, M&E staff, Capacity Building Officers (CBOs), District Admin & Finance Officers, Senior Programme Officers (SPOs), Communication Officers, Coordinator Social Mobilisation and Capacity Building participated in rollout trainings. These trainings enhanced the understanding of the staff on the Programme objectives, intervention logic, implementation strategy, communication and visibility guidelines, work plan and role/responsibilities of each team of staff in attaining the Programme targets. Ultimately, it paced up the progress and covered most of the delays that occurred during year one of the Programme. The trainings were facilitated by BRSP and NRSP's Senior Managers and Senior Staff Members in their respective offices.

In the reporting year, RSPN mainly focused on the support to BRSP and NRSP on operationalisation of PIM in the field. In order to provide assistance, RSPN's Core and Programme team provided regular support to BRSP and NRSP to ensure that Programme is implemented according to the processes outlined in the PIM. The support included regular visits by Programme Manager, M&E Officer, Documentation and Reporting Officer, Communication Officer, Research Coordinator, Specialist Social Mobilisation, M&E Specialist and Programme Officer Gender & Development; periodic review of the Programme implementation and remote support was carried out through email and telephonic correspondence. The findings of the field visits (details given in activity 1.13) by Programme

and RSPN Core team confirm that standardised implementation methodologies and process are being followed by BRSP and NRSP and the Programme implementation in the field is according to the guidelines given in the PIM. During field visits, it was also found that there are minor issues, (details given in activity 1.13) in the implementation of the Programme identified through spot-checks which were discussed and addressed during the visit by guiding the relevant staff, developing and following up decision points.

Despite delays in year one of the Programme and numerous challenges (e.g. delays in registration of CIs and subsequent back account opening, security issues especially in Kech, Loralai and Zhob, and dropout of CRPs) faced in year two, significant progress was observed by the implementing RSPs against most of the key performance indicators in year two. Progress on the key performance indicators described in activity A-1.2 in the activities section of the report. Uniform Programme Implementation and M&E system in all district by BRSP and NRSP and findings of the field visits by RSPN core and Programme team and progress by RSPs on KPIs by RSPs confirm that PIM and its guidelines are adopted by partner RSPs.

## **1.2 Quality Assurance and Control (QAC) Plan Developed by RSPN Adopted by RSPs**

### *Quality Assurance and Control (QAC) Plan Developed by RSPN Adopted by RSPs*

RSPN has developed the quality assurance and control plan and tools to be implemented by BRSP and NRSP in inception phase of the Programme. Quality assurance and control plan identified the standards for the programme implementation and deliverables. The purpose of the Quality Assurance and Control Plan (QACP) is not only to ensure that programme activities are completed, but done so in a timely and effective manner. Quality implies setting acceptable benchmarks for completion of Programme activities and deliverables, ensuring that there has been conformance to processes outlined in the Programme Implementation Manual (PIM) in implementing and carrying them out at field level. Relevant staff from BRSP, NRSP and the TA as well as the GoB staff from Local Government and Rural Development Department and Social Welfare Department has been trained by RSPN on quality assurance and control plans and tools in year one of the Programme (Detail description given in A-1.16). RSPs adopted the quality assurance and control plan and tools for interventions that have been undertaken in year one and two of the Programme, i.e. Social Mobilisation, trainings and capacity building, local development planning, Technical and Vocational Education Trainings (TVETs), Adult Literacy and Numeracy Skills (ALNS) training, Community Investment Funds (CIF), Income Generating Grants (IGG) and formation of Joint District Development Committees (JDDCs). The findings from the field visits and spot checks by Programme and RSPN Core team indicate that the indicator “Quality assurance and control plan developed by RSPN adopted by RSPs” is on track and is promoting quality and coherence in the Programme. *Quality Assurance and Control Plan and Tools are shared with the First Interim report.*

## **1.3 Number of BRACE Programme RSPs staff trained on Programme Implementation Manual (PIM)/guidelines and Quality Control Assurance Plan and Tools (QACP)**

*42 (21% women) BRACE Programme RSPs staff and GoB Official, against the target of 30, trained on Programme Implementation Manual (PIM)/guidelines; and 30 (12% women) BRACE Programme RSPs staff and GoB Official, against the target of 30, trained on QACP and tools,.*

RSPN has carried out the orientation training for BRSP and NRSP master trainers and government officials from Local Government & Rural Development Department, Planning and Development Department, Social Welfare Department and Women Development Department on PIM and its guidelines as well as quality control and quality assurance plans and tools. Against the target of 30, RSPN trained 42, 21% women (9 females and 33 males) master

trainers from BRACE Programme RSPs and staff from above mentioned government departments on PIM and the guidelines. RSPN has also trained 30 (2 females and 28 males) staff from BRACE Programme RSPs and GoB officials on quality control and quality assurance plans and tools as per the target. Participants of the training from RSPs staff included; Senior Programme Officers, District Programme Officers, Capacity Building Officers, Coordinators (Gender, Livelihood, CPIs and Human & Institutional Development) while participants from government included Assistant Chief (Foreign Aid), Research Officer and Instructors (BRDA/LGRDD), Field Officer Social Welfare Department, Assistant Director Women Development Department. This orientation training has contributed to increased knowledge evident by training assessment results given in the activity A-1.12 in activities section of the First Interim report ([Means of Verification - \(MoV-1\)](#)). This orientation produced master trainers from RSPs and GoB departments who are involved in the rollout of the training of PIM. Since targets for the rollout of the PIM were not fully achieved in year one, the RSPs continued the rollout trainings in year two. BRSP organised two training events and trained 39 members of Programme staff including 28 men and 11 women while NRSP trained 12 members of BRACE Programme staff on PIM during the reporting period. The overall achievement of the rollout of PIM training against the overall target for NRSP is 104% i.e. 28 staff members trained against the target of 27 while BRSP's achievement is 75% against the overall target, i.e. 151 staff members trained against the target of 202. BRSP will continue the rollout in the coming years as the Programme implementation will require staff in different phases as per Programme work plan.

The RSPN's core team including Specialist Monitoring and Evaluation, and Specialist Social Mobilisation and Programme Officer Gender and Development, participated in the ongoing field activities including training sessions with leaders of Community Institutions, reviewed the implementation and monitoring process with the field teams and conducted assessments and provided feedback to RSPs management, BRACE teams in the field and the community institutions' and leaders. Similarly, the RSPN's BRACE Programme team members, including Programme Manager, M&E Officer, Communications Officer, Research Coordinator, Documentation and Reporting Officer visited randomly selected intervention areas in all districts, supported RSPs in Programme implementation at field level and provided inputs and feedback on course corrections, where needed, during the implementation of the BRACE Programme. They observed, monitored and assisted the district teams in various components of the Programme implementation. The findings of these visits (details in activity A-1.2) show that implementation of the Programme by BRSP and NRSP is according to the processes outlined in the PIM. Development of PIM/guidelines, training of master trainers from BRSP and NRSP and regular support by RSPN to the implementing RSPs contributed to the standardisation of processes in the Programme. Despite delays in year one of the Programme and numerous challenges faced in year two; (including, a. registration of Community Institutions and subsequent bank account due to high registration fee, lengthy processes, stringent policies of the state bank of Pakistan b. security issues in 5 UCs of district Kech and in some parts of Loralai and Zhob, c. non-availability of criteria based CRPs in some areas, especially women CRPs), significant progress was observed by the implementing RSPs against most of the key performance indicators in year two. Progress on some of the key performance indicators is given in detail in the description of the activity A-1.2.

#### **1.4. A common approach for undertaking baselines incorporating gender sensitive indicators for implementing RSPs by end of the first six months**

*A common approach for undertaking baselines incorporating gender sensitive indicators for implementing RSPs developed by RSPN in the inception phase i.e. by the end of the first six months.*

To achieve this, in the preparatory phase, RSPN developed the Socio-Economic Baseline Approach and Methodology manual that clearly sets out the description, methodology and other details regarding socioeconomic survey. This has been developed, with technical support from University of Mannheim, Germany and in consultation with implementing RSPs. Thus, RSPN has developed a common methodology, indicators, data collection tools and guidelines for analysis and reporting to ensure the standardisation in Programme districts. BRSP staff, NRSP staff and GoB officials were also capacitated on the socio-economic baseline approaches and methodologies in Quetta. This document has helped BRSP and NRSP in conducting the baseline socioeconomic survey.

Building on the first year's progress, BRSP and NRSP have completed the baseline survey in year two of the Programme. RSPN has provided regular support and backstopping to BRSP and NRSP in carrying out the baseline surveys since the start of this activity. During year two of the Programme, RSPN team reviewed baseline survey reports and held a series of meetings with the consultants and provided feedback and inputs in the survey reports. RSPN also provided technical input for the development of the android applications for conducting this survey. The objective of the baseline survey was to set a baseline to: a) measure change in the income, sources of income, asset ownership, incidence, depth and severity of poverty and associated social characteristics of the poor (households) in the targeted Programme districts, and b) measure change in targeted poor households' access to and use of basic social and public services, such as access to water and sanitation, education, health services, civil acts registration, etc. A total sample of 4,400 households from 22 UCs in nine districts was taken where 3,800 households were covered in 19 UCs of seven BRSP's districts while 600 households were surveyed in 3 UCs from 1 NRSP district. The survey covered several variables; including demographic information; household income and poverty; availability, accessibility and use of public sector socio-economic services in order to analyse poverty. The Socioeconomic Status (SES) of the people was assessed by using poverty scorecard (PSC) measure using the score ranges of 0-23 (poor) and 24-100 (non-poor). Details of the baseline survey are given in activity A-1.5. Key findings of baseline are given in activity A-1.5 in the activities section of the report.

### **1.5. A common M&E framework incorporating gender sensitive indicators for the Programme developed by end of the first six months**

*A common M&E framework incorporating gender sensitive indicators for the Programme developed by RSPN in the inception phase of the Programme.*

RSPN in consultation with the M&E and Programme staff of BRSP and NRSP, developed a common M&E framework and reporting mechanism on common Key Performance Indicators (KPIs) for the BRACE Programme in the inception phase to ensure that the Programme results are measured, reported and utilised in a timely manner.

The M&E framework spells out the key functions of monitoring and evaluation, and determines roles and responsibilities for the RSPN and RSPs M&E teams in implementing Programme functions. The focus of this M&E framework is on monitoring processes and progress for day to day monitoring of the Programme interventions (e.g. mobilisation and sensitisation of community members, formation community institutions, citizens' perception of their involvement in local governance processes and its linkages with local government institutions, saving and use of savings, self-help initiatives, reporting on indicators of cross cutting themes, use of Community Investment Fund, Income Generating Grants, Technical and Vocational Skills Trainings, Micro Health Insurance, Community Infrastructure, Programme implementation processes and quality, process and progress on mainstreaming gender) by RSPN and RSPs monitoring staff. It also includes functions for validation of progress, risk



mitigation, scope management, project course correction, quality assurance, timelines and improvement in the Programme.

The framework provides detailed matrices, including the Detailed Results Matrix (DRM) and Project Monitoring Matrix (PMM) that build on the overall BRACE Programme logframe and are being used for elaborating what to monitor, and how to track Programme implementation progress. The M&E framework also provides a detailed description of the scope of the evaluation functions, as well as a detailed section on risk management and mitigation in order to comprehensively cover all aspects related to the M&E function of the BRACE Programme. Certain quality assurance and quality control mechanisms and checklists along with detailed work instructions are also included in this document. BRACE Programme's M&E component also aims to mainstream gender in the development of M&E Framework and to offer concepts for improving the M&E of outcomes, impacts and reporting related to gender mainstreaming with specific focus on the women participation and empowerment. The M&E framework is facilitating the Programme RSPs and RSPN to think through programmatic strategies, objectives and planned activities. Furthermore, it has clearly defined relationships between the Programme inputs, processes, outputs, and outcomes, thereby supporting the sound implementation of the M&E plan and result matrix.

Further details, including the process followed in developing the M&E framework, mainstreaming gender in the framework, activities in field related to the operationalisation of M&E and field visit findings are given in activity A-1.7 in the activity section of the report.

#### **1.6. Number of implementing RSPs staff training on M&E framework**

*22 (9% women) RSPs & GoB officials, against the target of 15, trained on M&E framework in inception phase.*

Against the target of 15, RSPN has trained 22 implementing RSPs and GoB staff from Planning and Development Department on M&E framework. Thus, it has added to the capacity of RSPs and GoB staff in tracking Programme's results and recommending corrective measures throughout the implementation. *Training report was shared with first interim report and can be accessed through the link <http://www.rspn.org/wp-content/uploads/2018/02/BRDCEP-ME-and-SES-Training-Report-Nov-Dec-2017.pdf>.*

#### **1.7. Annual Key Performance Indicators (disaggregated by gender) report published by RSPN on behalf of BRACE Programme RSPs**

*One annual Key Performance Indicators (disaggregated by gender) report, against the overall target of five, published by RSPN on behalf of BRACE Programme RSPs.*

An annual Key Performance Indicators (KPI) report for year one of the Programme has been published and disseminated. *The report can be accessed through the link <http://www.rspn.org/wp-content/uploads/2018/10/KPI%20Indicators.pdf>.* In addition to reporting on the KPIs and achievements of the programme, the report also includes the Programme introduction, Community Led Development Approaches of RSPs, key components of the Programme, the work of Programme partners, case studies, documented stories and lessons learnt from field and Communication and Visibility (C&V) of the Programme. The KPIs report helps in assessing and reporting the performance against the set indicators and targets. It helps in highlighting the pace of work and contributes to accelerating the work and accordingly strategising for coming years. The report has been printed and disseminated through digital and print mediums to all stakeholders, including, policy makers, donors, national and international NGOs, UN agencies and Government of Balochistan Officials (Local Government and Rural Development Department, Planning and Development Department, Social Welfare Department, Women Development Department) at provincial and district level, particularly to advocate and highlight the work of BRACE Programme. The report also serves as a

communication tool, as mentioned in BRACE C&V strategy, and highlight the achievements, lessons and successful development approaches drawn from the BRACE Programme. This report will help communicate and promote Community Driven Development (CDD) approaches of RSPs among the key internal and external stakeholders of the Programme and will help advocate for the development of CDD based Local Development Policy Framework and related fiscal reforms for government of Balochistan; it will ultimately contribute to paving the way to a future Sector-wide Approach for support to rural development through community-led development for the Province of Balochistan. The second KPIs report has been drafted and will be published in the first quarter of year three.

### **1.8. Exit strategy developed by RSPN with assistance of TA and adopted by the RSPs through sustainable development linkages with GoB**

RSPN in consultation with BRSP, NRSP, the TA and Local Government and Rural Development Department, Government of Balochistan and on the basis of its sustainability strategy, drafted the Exit Strategy for the grant component of the Programme. The strategy will eventually feed into the overall Programme Exit Strategy to be developed by Programme TA. The draft has been discussed in exit strategy consultative meeting held on June 28, 2019 in Islamabad. Participants of the meeting included Focal Person BRACE from Local Government and Rural Development Department, Government of Balochistan, Team Lead Programme TA, Chief Operating Officer RSPN, Programme Manager BRACE/NRSP, Senior Programmes Manager BRSP, Senior Programme Manager MER NRSP and BRACE RSPN team. The feedback received from participants of the meeting is given below;

- A practical operational definition of an Exit Strategy, relevant for BRACE Programme, needs to be agreed upon by all partners and key stakeholders. Exit does not really mean Exit. The Exit Strategy is to focus on the (new) Re-positioned roles the RSPs are to play when the BRACE Programme comes to an end in 2022.
- The same set of stakeholders will likely remain available in Balochistan to continue to address the development and social services need of the rural poor, which would not have been fully met by 2022. A clear Exit Strategy Framework that clarifies what each BRACE IP is expected to accomplish by the end of the BRACE Programme as part of an agreed BRACE Exit Strategy.
- The Exit Strategy for BRSP and NRSP components should take into consideration the previous EU funded Balochistan Community Development Programme (BCDP) sustainable results for the 9 target Districts of the BRACE Programme. The sustainability of the Programme needs to be specified to the expected results of the BRSP and NRSP component of the Programme.
- In addition to sustainable structures and institutions at village level, the BRACE Programme targets as end-result a “Provincial Strategic Policy and Fiscal Framework” in which community-empowered local village organisations work hand-in-glove with sensitised and empowered sub-district Local Government Authorities of Balochistan. This is to be captured by the “Overall Programme Exit Strategy” to be prepared by the TA in coordination with GoB and the IPs.
- As a result of the “Provincial Strategic Policy and Fiscal Framework”, in which the community-empowered local village organisations are properly, institutionally supported, the sustainable structures and institutions at village level may have a different structure or function, i.e. ideally speaking they will now draw on a regular flow of funds from GoB sub-districts budgets.

The exit strategy will now be revised with the assistance of Programme TA on the basis of recommendations from the consultative meeting and will be finalised by October 2019. The finalised strategy will feed into the overall exit strategy of the Programme to be developed by the Programme TA. RSPN will assist BRSP & NRSP in implementation of the exit strategy once finalised. The development of exit strategy took more than expected time due to following reasons;

- In the literature, it was found that there is no common definition for the term “Exit Strategy”. Though, sustainability strategies for almost all of the RSP projects are available, there are few exit strategies in RSPs and outside RSPs which were not in the context of BRACE Programme. There is an overall RSP strategy for sustainability developed for SUCCESS Programme (*enclosed as MoV. 32*)
- The NoC and visa issues for the Key Experts of Programme TA and subsequent suspension of the TA component also caused delays in the development of the exit strategy.

**Table 1:** List of the activities and status of associated outputs for Expected Result 1

Activities	Indicative Outputs	Achievements
<b>A. Support in ensuring uniformity in programme design</b>		
A 1.1. Technical assistance to BRSP & NRSP in programme planning and designing through the development of harmonised proposals	1. Timely submission and approval of RSPs proposal that reflect coherence and harmonisation of approach, activities and budget 2. A common Programme Implementation Manual available for RSPs use. 3. A Manual for Poverty Scorecard Survey available to facilitate the survey implementation team	1. <i>BRSP, NRSP and RSPNs proposals that reflect coherence and harmonisation of approach, activities and budget submitted and approved</i> 2. <i>A common Programme Implementation Manual is available and is being used by RSPs</i> 3. <i>A Manual for Poverty Scorecard Survey is available and has facilitated the PSC census implementation teams</i>
A 1.2. Develop gender sensitive standardised Programme Implementation Manual (PIM)		
A 1.3. Develop manual for Poverty Scorecard (PSC) survey to be implemented by BRSP and NRSP		
<b>B. Support in ensuring standardisation in Monitoring, Evaluation and Reporting</b>		
A 1.4. Develop socio-economic baseline and end line survey approach and methodology to measure and report on results, outcomes and impact indicators of the BRACE Programme logframe	4. Methodologies, tools and ToR for available for implementation of the baseline survey 5. Monitoring and Evaluation and KPI Reporting Framework 6. Annual KPI Reports 7. Web based MIS-Dashboard with reporting on KPIs and GIS Mapping	4. <i>Socio-economic baseline and end line survey approach and methodology to measure and report on results, outcomes and impact indicators of the BRACE Programme logframe and ToRs for Socio-economic baseline available for implementation of the baseline survey. Baseline survey completed</i> 5. <i>Monitoring and Evaluation and KPI Reporting</i>
A 1.5 Assist BRSP & NRSP in carrying out the baseline and end lines surveys		
A 1.6. Develop a common gender sensitive M&E framework and reporting mechanism on Key Performance Indicators (KPIs) for the BRACE Programme		

Activities	Indicative Outputs	Achievements
A 1.7 Assist BRSP & NRSP in operationalisation of the M&E framework and ensure regular reporting on common KPIs		<p><i>Framework developed and is available</i></p> <p>6. <i>Annual KPI Reports produced</i></p> <p>7. <i>Web based MIS-Dashboard with reporting on KPIs (social mobilisation component) is available, regularly updated and is being used by Programme teams</i></p>
A 1.8 Produce an Annual KPI report on the BRACE Programme		
A 1.9 Assist BRSP & NRSP in developing a joint and integrated MIS/GIS system		
A 1.10 Develop and implement a web-based real time reporting MIS-Dashboard and GIS mapping to track KPIs		
<b>C. Capacity building to ensure quality control in programme implementation</b>		
A 1.11. Develop gender sensitive staff training guidelines/modules;	<p>8. Quality Assurance and Control Plan (QACP) and checklist</p> <p>9. 30 number of staff of RSPs and government officials trained on QACP and checklists</p> <p>10. 30 number of staff training guidelines/modules are developed</p> <p>11. RSPs' staff and government officials trained on PIM</p> <p>12. 15 number of RSPs staff and govt. officials trained on M&amp;E framework and KPI Reporting Tools</p> <p>13. 15 RSPs staff and govt. officials trained on approaches and methodologies for socio-economic baseline surveys</p>	<p>8. <i>Quality Assurance and Control Plan (QACP) and checklist developed, and are being used by BRSP and NRSP</i></p> <p>9. <i>30 staff of RSPs and government officials trained on QACP checklists</i></p> <p>10. <i>Staff training guidelines/modules are developed</i></p> <p>11. <i>42 number, against the target of 30, of RSPs staff and government officials trained on PIM</i></p> <p>12. <i>22 number, against the target of 15, RSPs staff and govt. officials trained on M&amp;E framework and KPI Reporting Tools</i></p> <p>13. <i>22 number, against the target of 15, RSPs staff and govt. officials trained on approaches and methodologies for socio-economic baseline surveys</i></p>
A 1.12. Orientation training of BRSP & NRSP and GoB key programme staff on PIM;		
A 1.13. Assist BRSP & NRSP in rollout of the PIM trainings to all relevant staff members;		
A.1.14. Training of key staff of BRSP & NRSP on the Socio-economic baselines, end line survey approaches and methodologies;		
A.1.15. Training of key M&E staff of BRSP & NRSP on M&E framework and KPI reporting tools;		
A.1.16. Training of key implementation and M&E staff of BRSP and NRSP, and government officials on quality control plans and checklists;		
A 1.17. Develop quality assurance and control plan and tools;		
A 1.18. Assist BRSP & NRSP in implementation of the quality control and assurance plan with follow up visits throughout the programme;		
<b>Exit Strategy</b>		
A 1.19. Prepare exit strategy for BRSP & NRSP component with assistance of the TA;	14. Exit Strategy and implementation Plan	14. <i>Draft of the exit strategy developed and will be finalised in year,</i>

Activities	Indicative Outputs	Achievements
A 1.20 Assist BRSP & NRSP in implementation of the exit strategy developed by the EU TA's support;		<i>implementation plan to be developed in 3rd quarter of year 3</i>

**ER-2: Gender inequalities reduced through ensuring implementation of the recommendations from the gender mainstreaming strategy to be developed by the EU TA with support from RSPN.**

A number of activities have been undertaken by RSPN in pursuit of attaining the Expected Result two. These include assistance to the TA in conducting a comprehensive gender analysis; the review and revision of RSPs’ human resource and gender policies on the basis of finding from the gender analysis; mainstreaming of gender in M&E framework as a cross-cutting theme and in guidelines (e.g. collection, analysis and reporting of sex and age disaggregated data of beneficiaries - essential to better serve girls, women, boys and men) and in reporting mechanism on Key Performance Indicators (KPIs); development of a gender sensitive Programme Implementation Manual (PIM); mainstreaming of gender sensitisation a in all training sessions and M&E related activities, training of master trainers from BRSP, NRSP and government officials from Women Development Department, Social Welfare Department and Local Government and Rural Development Department on the HR/gender polices and anti-sexual harassment laws in Pakistan; the development of a Gender Sensitisation and Mainstreaming training manual and training of master trainers from BRSP, NRSP and GoB Officials on the manual. Moreover, RSPN supported BRSP and NRSP in rollout of the abovementioned trainings in field and conducted regular follow-up field visits to assist implementing partners in implementation of the Programme activities in the field through gender sensitive approaches. Details of these activities are given in the activities section of the report. These efforts by RSPN were meant to ensure that the Programme contributes towards the inclusion of women and the reduction of gender inequalities. The inputs by RSPN have contributed towards a comprehensive gender analysis by the TA, capacity building of RSPs and GoB staff in implementing the Programme activities through gender sensitive approaches, monitoring and reporting of gender sensitive KPIs and improvement in RSPs policies by incorporating gender aspects. Moreover, both BRSP and NRSP have adopted “the protection against harassment of women at workplace, 2010” law and constituted committees for addressing harassment cases. RSPN’s Core and Programme staff during field visits to communities (details in activity A-1.2) also follow up on the gender aspects of implementation and their observations indicate that Programme implementation staff are sensitised on anti-sexual harassment laws in Pakistan and understand the importance of gender aspect for the overall socioeconomic development to a large extent, especially in the context of Balochistan that will help in gender sensitive implementation of the Programme in field.

RSPN assistance in revising HR and Gender policies of RSPs contribute in the attaining this expected result in coming years as women candidates will now be encouraged to apply for non-traditional positions i.e. finance, informational technology, administration. All management committees at RSPs will have gender expertise and women representation. These committees include, among other, human resource planning, recruitment and selection, performance appraisal system, staff training, grievance and whistle blowing investigation committee. The women employees will now have equal opportunity for national/international trainings and exposure visits. Furthermore, NRSP will mobilise resources for projects to support gender specific activities such as legal aid for women, anti-sexual harassment interventions, livelihoods support for poor women, including minorities, single headed households, persons with special abilities and transgender and will ensure gender specific budget lines in all

projects. NRSP will also enhance endeavours to increase percentage of women staff in management and senior professional positions and will involve women in career planning, succession planning and in recruitment processes. All these efforts will not only contribute to a conducive environment in RSPs for women to work with dignity but will also enhanced understanding of RSPs' staff on the importance of gender mainstreaming for development which will ultimately contribute in reduced gender in equalities.

These inputs by RSPN also contributed in moving towards attaining this expected result of the Programme as BRACE monitoring data, i.e. the progress on BRACE-KPIs at the end of programme's second year show that 43% of CI members and 52% beneficiaries from Programme interventions are women. Moreover, 97% of IGG, 100% of CIF, and 100% of adult literacy and numeracy beneficiaries are women. Keeping in view the above mentioned progress, the indicators (reported below) of the expected result are on track and will be attained in subsequent years of the Programme. However, given the social, cultural and political environment of Balochistan, reducing sustained gender inequalities is a challenging process and requires sustained approaches. The GMS strategy (to be developed by the TA) and its implementation will further help in mainstreaming of gender in the context of Balochistan that will ultimately contribute in reduced gender in equalities.

### **2.1. Assisted technical assistance services in undertaking a comprehensive gender analysis and a gender mainstreaming strategies for the Programme produced**

RSPN assisted Programme TA in undertaking a comprehensive gender analysis by sharing of knowledge, expertise and evidence gathered from extensive experience of RSPN's work with RSPs. The draft report of the gender analysis has been reviewed by RSPN Core team, BRACE Programme staff and RSPs Gender and M&E Resource Groups; the feedback has been shared with the Programme TA in a one to one meeting as well as in writing (details of the feedback given to TA on gender analysis report was reported in the First Interim Report [MoV-1](#)). The feedback helped the TA to prepare more inclusive report and will ultimately lead to the formulation of a comprehensive Gender Mainstreaming Strategy particularly for BRACE Programme and will also contribute in the development of Local Development Policy Framework for GoB.

On the basis of recommendation from gender analysis, Gender Mainstreaming Strategy (GMS) was planned to be developed by the Programme TA. The development of GMS delayed due various reasons, including visa and NOC issues for the Team Leader and Deputy Team Leader of the TA component and subsequent suspension. RSPN will support the TA when the process for developing the GMS is resumed by the TA. For this, RSPN has already set up a Gender Group, led by Shandana Khan, CEO RSPN, with membership from RSPs Gender Resource Group. So far, the Gender Group has contributed in drafting and finalisation of the GMS TORs, providing the TA with CVs to facilitate the selection of consultants and being part of an initial discussion with RSPs and the TA, for this work.

Due to delays on the part of the TA, RSPN has developed a Gender Sensitisation and Mainstreaming Manual and organised a four-day Gender Training of Trainers (ToT) in April 2019 on the Gender Sensitisation and Mainstreaming for BRSP, NRSP and provincial and district level Local Government, Social Welfare, Women Development Departments' staff.

The Gender sensitisation manual contains the concept of gender, gender inclusiveness, key gender concepts, skills and knowledge on gender planning, analysis, women's access to and control over resources and opportunities in their communities and gender mainstreaming in the Programme interventions, including CPIs, IGGs, CIF, TVET and Social Mobilisation. The module has been developed for staff, women and men CRPs and LSO executive body members to improve women role and participation in CO, VO and LSO. It was also intended to

improve women position and status in household affairs by encouraging them to involve in household decisions.

Thirty-five (35) Master Trainers (25 from BRSP and 4 from NRSP and 6 from government departments, including, 15 women) have been trained on the manual. The purpose of the ToT was to train the master trainers from BRSP, NRSP and abovementioned government staff at provincial and district levels who will further rollout the training to all other Programme implementation staff, community institutions and Local Support Organisations' executive body members for mainstream gender in implementation of BRACE Programme. RSPs have started rollout of the training. During the reporting period, BRSP has sensitised 100 participants (36 women and 64 men) which is 18% achievement against the target. The rollout trainings are attended by LSO members, CRPs, district staff of BRSP and Local Government. In the subsequent year, BRSP will continue the rollout of GSM training. Similarly, master trainers from NRSP further trained 27 Programme staff (7 women, 20 men), who trained 96 participants (52 men, 44 women) including office bearers of LSOs, local government staff and CRPs. These sessions had given an entry point for the Programme interventions and engaging women in the development stream. As a result, these events have enhanced the outreach and inclusion of marginalised groups like women, disables and household from minority tribes. Detailed *Report on ToT on Gender Mainstreaming and Sensitisation is enclosed as MoV- 8*. Since the rollout of the gender sensitisation and mainstreaming training and subsequent implementation started in the last quarter of year two, the achievements against targets for this activity are underachieved and the assessment GSM activities and the indication toward achievement expected result will be done in subsequent years. Moreover, RSPN will continue assisting the RSPs in rollout and implementation of the GSM guidelines in year three. The GSM to be developed by the TA is expected in year three of the Programme. RSPN will not only assist the TA in development of the strategy but will also support RSPs in the implementation of the GSM.

Given the social, cultural and political environment of Balochistan, reducing sustained gender inequalities is challenging process and requires sustained approaches and considerable time. The GSM strategy and its implementation will further help in mainstreaming of gender in the context of Balochistan that will ultimately contribute in reduced gender in equalities. However, the field observations by RSPN Core and Programme team indicate (details given in activity A-2.2 in activities section of the report) that Programme implementation staff are sensitised on gender and understand the importance of gender aspect for the overall socioeconomic development to a large extent which will help in gender sensitive implementation of the Programme in field.

## **2.2. Outcomes/recommendations from the exercise with the implementation strategies to address gender inequalities aligned**

The gender analysis undertaken by the TA formed the basis for the ToR and Work plan for Gender Mainstreaming Strategy (GMS). GMS were planned to be developed by the TA in year one and BRACE Programme implementation strategies were planned to be reviewed in the light of outcomes/recommendation of the GMS. Since the GMS development is delayed by the TA, RSPN on the bases of recommendations from gender analysis, not only reviewed and revised RSP Gender and HR policies (details given in activity A-2.2) but also reviewed and revised some of the Programme manuals/strategies. For example, in response to a suggestions of Gender Analysis for mainstreaming gender at community level, RSPN revised its Community Management Skills Training (CMST) manual in year one and Leadership Management Skill Trainings (LMST) in year two, on principles of adult-learning which is now appropriate both for non-literate (given the gender disparities in Balochistan, including disparity in literacy rate) and literate community leaders, as the training uses interactive approaches

and invites participants to reflect and analyse their current situation and develop a vision for the future. RSPN also revised and included gender assessment checklists in PIM, e.g. a gender assessment checklist has been added in PIM to assess CPIs schemes with gender lens. Moreover, RSPN developed the gender sensitisation and mainstreaming manual and guidelines and trained master trainers from BRSP and NRSP. The purpose of the ToT was to train the master trainers from BRSP, NRSP and staff GoB at provincial and district levels. The master trainers started the roll-out the training to all other Programme implementation staff, community institutions and Local Support Organisations' executive body members for mainstream gender in implementation of BRACE Programme (details are given in activity A-2.4 in activities section of the report). RSPN also discussed the recommendations from gender analysis and mainstreaming of the recommendations with the TA and in gender resource group, and with RSPs, including discussion during Programme Operational Steering Committee meeting. During these discussions, it was decided that these recommendations (details given in activity A-2.1) will be mainstreamed in BRACE Programme once the GMS is developed which will help devise ways for the mainstreaming some of the other recommendations from GMS.

### **2.3. Gender-sensitive result indicators for monitoring and periodic progress reporting developed**

The M&E component of BRACE has mainstreamed gender in its M&E Framework, as a cross-cutting theme. There are guidelines and formats for the collection, analysis and reporting of gender disaggregation data (inclusive of transgender). Gender sensitisation and the significance of working with girls, women, boys and men have been mainstreamed in all training sessions and M&E related activities. The M&E framework also includes a Detailed Result Matrix and a Project Monitoring Matrix with gender sensitive result indicators for monitoring and periodic progress reporting. Capacity building of the RSP staff on gender sensitisation and mainstreaming, anti-sexual harassment laws in Pakistan, gender sensitive M&E framework and reporting tools resulted in gender sensitised Programme implementation staff, evident by the field observations and findings by RSPN Core and Programme team (details given in activity A-2.4 in activities section of the report), which will help in gender sensitive implementation of the Programme in field.

### **2.4 Sustainable reduction in gender inequalities in targeted areas resulted from the implementation of gender-sensitive interventions**

RSPN has undertaken various activities in pursuit of attaining this result. These include assistance to TA in undertaking a comprehensive gender analysis; assistance to BRSP and NRSP in review and revision of the their human resource and gender policies; training of master trainers from BRSP, NRSP and government officials from the Women Development Department, Social Welfare Department and Local Government and Rural Development Department on the HR/gender polices and anti-sexual harassment laws in Pakistan; development of a Gender Sensitisation and Mainstreaming Manual and training of the master trainers from BRSP, NRSP and provincial and district level GoB staff and follow-up field visits by RSPN to assist BRSP and NRSP in gender sensitive implementation of the Programme activities in the field. Details of these activities are given in the respective activity section of the report. These inputs by RSPN have contributed in comprehensive gender analysis by the TA, capacity building of RSPs staff in implementing the Programme activities through gender sensitive approaches and inputs & recommendations for improvement of HR and Gender policies of RSPs by incorporating gender aspects. Moreover, both BRSP and NRSP have adopted "the protection against harassment of women at workplace, 2010" law and constituted committees for addressing harassment cases.



Keeping in view the importance of gender mainstreaming in rural and community-led development programmes, BRACE M&E Framework has been designed with specific focus on gender mainstreaming and development. This M&E component under the BRACE Programme aims to report gender concerns in designing and improving the M&E outcomes and impacts related to gender mainstreaming. Furthermore, activities, with specific focus on women empowerment, undertaken to contribute in reduction of gender inequalities along the Programme implementation include; the development of a gender sensitive standardised Programme Implementation Manual (PIM); development of a common gender sensitive M&E framework and reporting mechanism on key performance indicators and development of a gender sensitive staff training guidelines/modules.

The field observations by RSPN Core and Programme team indicate that Programme implementation staff are sensitised on gender and understand the importance of gender aspect for the overall socioeconomic development to a large extent which will help in gender sensitive implementation of the Programme in field. These inputs by RSPN also contributed in moving towards attaining the indicator of Programme as BRACE monitoring data, i.e. the progress on BRACE-KPIs at the end of programme's second year show that 43% of CI members and 52% beneficiaries from project interventions are women. Moreover, 97% of IGG, 100% of CIF, and 100% of Adult Literacy and Numeracy beneficiaries are women. On the basis of the revised HR and Gender policies of RSPs, women will now be encouraged to apply for non-traditional positions i.e. finance, informational technology, administration. All management committees at RSPs will have gender expertise and women representation. These committees include, among other, human resource planning, recruitment and selection, performance appraisal system, staff training, grievance and whistle blowing investigation committee. The women employees will now have equal opportunity for national/international trainings and exposure visits. Furthermore, NRSP will mobilise resources for projects to support gender specific activities such as legal aid for women, anti-sexual harassment interventions, livelihoods support for poor women, including women of minorities, single headed households, persons with special abilities and transgender and will ensure gender specific budget lines in all projects. NRSP will also enhance endeavours to increase percentage of women staff in management and senior professional positions and will involve women in career planning, succession planning and in recruitment processes. All these efforts will ultimately contribute in enhanced understanding of RSPs' staff on the importance of gender mainstreaming for development which will ultimately contribute in reduced gender inequalities. However, given the social, cultural and political environment of Balochistan, reducing sustained gender inequalities is challenging process and requires sustained approaches and considerable time duration. Findings from field visits reports also indicate that further follow-up support to staff in the field will be helpful to ensure the required capacity of the RSPs staff in implementation of gender sensitive approaches. This will help ensure that Programme contribute in reduction of gender inequalities. RSPN has revised its follow-up field visit plans and increased the number of follow up visits from year two.

The development of GMS, which was planned in year one but delayed due to reasons given in indicator 2.1, is now planned for year three. RSPN will train master trainers from RSPs once the GMS is finalised. RSP master trainers will then rollout the training in their respective districts to train their staff. Above mentioned, the progress indicates that the indicator is track despite of delays in developing GMS. A detailed rollout plan and a follow up visit plan have been developed by RSPN's Programme Officer Gender in consultation with gender focal persons from BRSP and NRSP to support implementation of gender mainstreaming guidelines. RSPN will assist the RSPs in implementation of the gender mainstreaming guidelines in the field.

A list of the activities and associated outputs for Expected Result 2 are presented in table 2:

**Table 2:** List of the activities and status of associated outputs for Expected Result 2

Activities	Indicative Outputs	Achievements
A-2.1. Assist the EU TA in undertaking a comprehensive gender analysis	1. TA Gender Analysis Report and Gender Mainstreaming Strategy	1. TA assisted in undertaking comprehensive gender analysis. Gender analysis report available, Gender mainstreaming strategy awaited;
A-2.2. Review of RSPN, BRSP and NRSP organisational HR/Gender policies	2. Revised organisational HR/Gender policies of RSPN, BRSP and NRSP.	2. Revised Organisational HR/Gender policies of RSPN, BRSP and NRSP available
A-2.3. Gender ToT organisational HR/Gender policies and anti-sexual harassment laws	3. Revised PIM 4. Gender Training Modules are developed	3. PIM developed and revised on the basis of Gender Analysis and field learning. 4. Gender Training modules developed
A-2.4. Implementation of Gender Mainstreaming Strategy	5. 20 IPs staff and government officials trained on as GToTs (Policy and Law)	5. 25 IPs staff and government officials trained on Gender Policy and Law
A-2.5. Gender ToT for BRSP & NRSP key Programme staff on gender mainstreaming and sensitisation actions in communities	6. 30 IPs staff and government officials trained on as GToTs (Gender Mainstreaming Strategy)	6. 29 Master Trainers from BRSP and NRSP trained on Gender Sensitisation and Mainstreaming
A-2.6. Follow up visits	7. Note for Records of follow up visits	7. Note for Records of follow up visits available

### **ER-3: Evidence based policy recommendations generated and disseminated to support the Local Development Policy Framework (LDPF) for Balochistan**

The research framework developed in consultation with the implementing RSPs, Local Government and Rural Development Department and the TA team serves as a guiding document and calendar of research activities over the Programme life and describes in detail the logic and rationale of the research activities to be conducted. A Research Advisory Committee (RAC) has been formulated with membership from LG&RRD GoB, RSPs, RSPN, the TA and an Assistant Professor from Department of Anthropology Quaid-i-Azam University Islamabad. RAC serves as guiding and advisory committee for the research component of the BRACE Programme throughout the Programme implementation period so that it is ensured that required evidence based policy recommendations are generated and disseminated to inform the development of local development policy framework. Two, out of three, Participatory Action Research (PAR) studies i.e. "Dynamics of household poverty in Balochistan" and "Dynamics of inclusive development with focus on women empowerment and gender issues" have been initiated while the third study will commence in year three of the Programme. The main purpose of these studies is to provide and disseminate evidence-based findings around dynamics of poverty and inclusive development and the nexus between community led development and local governance in Balochistan province and prepare policy recommendations to inform the formulation of local development policy framework for Balochistan. Initial findings from these studies will be available in the form of policy/research briefs to inform the design of appropriate poverty reduction interventions for Balochistan which will be used to promote evidence-based advocacy and learning with relevant stakeholders, policy makers and donors for the development community-led development framework for Balochistan and scaling up the successful CDD approaches across Balochistan. Thematic and

sectoral studies and assessments will commence from year three and the findings of these assessments will inform the policy debate on more specific issues related to Programme interventions under the BRACE Programme for the development of Local Development Policy Framework. During year one and two major advocacy events, including three national LSO conventions, an Annual RSPs Strategy Retreat and BRACE launch were held. These event helped policy makers, GoP & GoB representatives, donors learn about the RSPs' social mobilisation approach which will not help in policy advocacy efforts but will also help in developing synergies between EU supported programmes of RSPs and their own ongoing programmes. During the event, the participants also had an opportunity to review key strategic aspects of the RSP programmes focusing on community empowerment and poverty alleviation. Notification of JDDC by DCs, reduction in CIs registration fee by Social Welfare Department GoB are some of the concrete out of the RSPs advocacy efforts. Though it's too early to have other concrete outcome of these events, however, these events sensitised the key stakeholders of the Programme on the importance of CDD approaches for socioeconomic development of the rural poor and will help RSPs and the TA in paving the way for the development and endorsement of the local development policy framework and related fiscal reforms for Balochistan. These efforts will be more meaningful when the process for the development of local development policy framework is started and a mechanism for dialogues with stakeholders, as part of the Implementing Partners Synergies Action Plan, is developed by the TA. Since the TA is now on-board and the issues related to visa and NOC for the TA Team Lead and Deputy Team Lead are now resolved, it is expected that the process for the development of Local Development Framework will start from second quarter of year three. Moreover, advocacy/public policy events on the basis of research findings are planned to be undertaken from year three of the Programme once the research findings are available. The regional exposure & learning visit held in year one, with participation from elected representatives and heads of relevant Departments from Balochistan, helped in reinforcing the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor and that this can only become sustainable with support of government with appropriate local development policy framework. All these efforts by RSPN started contributing in generating evidence based policy recommendations and dissemination to support the Local Development Policy Framework for Balochistan. Indicators of the result are on track and will be achieved in the subsequent years of the Programme.

The Government of Balochistan revised the Existing Local Government (LG) Act 2010 to make it more pro-people and to address the needs of people at gross root level. The revised draft has been submitted to Chief Minister Balochistan who will place the draft to cabinet for review. It is expected that the cabinet will form a committee for consultation with key stakeholders to review the Act in consultative manner. RSPs will provide inputs in the revised LG Act to ensure the utilisation of CIs for coordinated work with local government/authorities. Once the draft Act is finalised, it will be presented to Balochistan Assembly for approval.

### **3.1. One participatory action research on household poverty dynamics completed by end of the Programme**

Three Participatory Action Research (PAR) i.e., i) Dynamics of Household Poverty in Balochistan, ii) Dynamics of Inclusive Development with Focus on Women Empowerment and Gender Issues and iii) Nexus between Community-lead Development and Local Governance are planned during life of the Programme. The first two studies have been merged and initiated in year two, while the third study will commence in year three of the Programme. Given the nature of the first two merged studies, as both of the studies are longitudinal and thematic areas of the studies overlap with each other, these studies have been clubbed into one study and re-named as "Dynamics of Household Poverty and Inclusive Development in Balochistan with Focus on Women Empowerment and Gender Issues". RSPN has initiated

this in year two of the Programme. The study is a three-wave longitudinal study and will be completed in second quarter of year five of the Programme, however, at the end of each study wave, intermediary findings of the study will be documented and shared with the stakeholders in form of policy/research briefs for policy advocacy and Programme improvement.

The main objective of study is to analyse the dynamics of poverty and inclusive development to support the formulation of Government of Balochistan's Community Driven Local Development (CDLD) policy and inform poverty reduction interventions. In an inclusive manner, the study will explore what is the nature of resource endowments, strategies and relationships which enable sustained poverty escapes, and how programmes and policies can effectively support sustained routes out of poverty/poverty graduation. It shall unravel poverty dynamics, and shall identify 'drivers', in household demographics and gender relationships, intersecting inequalities, human development, livelihood strategies and risk management, and location, with a consideration of what leads to resilience. Main research questions of the study include;

- a) What events increase individuals' likelihood of entering and exiting poverty?
- b) What is the likelihood of entering and exiting poverty given these different events?
- c) What is the impact of women's empowerment on household poverty dynamics?
- d) What can be done in view of the findings? Practical and Balochistan contextualised recommendations?
- e) What governance arrangements and structural changes best empower local communities and women to shape development in their area?
- f) What are the socio-economic drivers of inclusive development and how these drivers help in the eradication of discrimination and alienation?
- g) What role do social mobilisation and community institutions play in sustainably ensuring inclusive development?
- h) How could the findings and recommendations best serve the study purpose?

The research findings from PAR studies will inform the design of appropriate poverty reduction interventions for Balochistan which will be used to promote evidence-based advocacy and learning with relevant stakeholders, policy makers and donors for the development community-led development framework for Balochistan and scaling up the successful CDD approaches across Balochistan.

### **3.2 Three thematic/ sectoral studies and one synthesis report completed by end of the programme**

The thematic and sectoral studies/assessments were planned from year two of the Programme. However, these studies/assessment are now planned from year three onwards. In order to assess the impact of the intervention, each of the intervention needs to have a gestation period. Since the interventions to be assessed were stated in the second year of the Programme by implementing RSPs, the gestation period to assess the impact was not completed in year two of the Programme. Therefore, these studies are postponed till year three. However, necessary preparations for undertaking these thematic studies have been completed. These include consultative meetings with Programme implementing RSPs, the Programme TA and Officials of the Government of Balochistan. The aim of the consultative meetings was to discuss, brainstorm and prioritise BRACE interventions to assess; discuss plans for these assessments and inform the key stakeholders about the status of research interventions under BRACE Programme. At GoB level, the meetings were held with Focal Person from Local Government and Rural Development Department, Secretary P&D, Chief of

Section Foreign Aid, Secretary Women Development, Research Officer P&D and Governance Specialist, Governance and Policy Project. At BRSP, the meetings were held with Team Leader BRACE BRSP, Senior Programmes Manager BRSP and Gender Focal Person BRSP, while at NRSP level, the meetings held with General Manager, M&E Manager NRSP and Programme Manager BRACE. The Chief Operating Officer, SUCCESS Programme research lead and M&E Specialist have been consulted for the thematic studies' topic selection and other necessary preparations at RSPN. These consultative meetings resulted in the finalisation of the interventions to be assessed in following order, i.e. 1) Technical and Vocational Educational Training (TVET), 2) Community Investment Fund (CIF) and Income Generating Grants (IGGs), 3) Sustainability and continuity of community physical infrastructure and 4) the disability component of the Programme. The topics for the studies/assessment have been discussed and finalised with the TA. The process for thematic studies will start from second quarter of year three and findings will inform the policy debate on more specific issues related to programme interventions under the BRACE Programme for the development of Local Development Policy Framework.

### **3.3. Number of advocacy/public policy events undertaken**

During year two of the Programme implementation, three major advocacy events were conducted including two national LSO conventions at national level and an Annual RSPs Strategy Retreat. The first LSO convention held on 12<sup>th</sup> September 2018 and the second convention was held on 29<sup>th</sup> June 2019 in Islamabad. Some of the key topics for the 2019 convention were; RSPs' approach to poverty graduation through, fostering community institutions, achieving the Sustainable Development Goals (SDGs) through LSOs, linkages created by LSOs for economic development of poor communities with government, land development and water conservation in partnership with the Government of Balochistan, experiences of men and women of community institutions working with the Government of KP, LSOs responding to draught and malnutrition in arid regions of Sindh. The convention was closed by remarks by Chairman RSPN and bidding farewell to His Excellency Mr. Jean-François Cautain, Ambassador of the European Union to Pakistan and Ms. Sonia Cautain. *Report on LSO Convention 2019 is enclosed as [MoV-7](#)*. Similarly, in 2018 LSO Convention, the efforts and achievements of community institutions were shared with the policymakers, donor agencies, government representatives, international and national NGOs, media, and over 100 LSO representatives from all the provinces and regions of the country contributing to a diverse group of more than 300 participants. The notable participation included Dr. Ishrat Hussain (Advisor to the Prime Minister of Pakistan for Institutional Reforms and Austerity, Government of Pakistan), Mr. Milko Van Gool (Head of Cooperation, European Union in Pakistan), Dr. Atta ur Rehman (Balochistan Madrasa Education Council), and Mr. Shoaib Sultan Khan (Chairman, RSPN). These conventions contributed to the Programme communication as the conventions highlighted the endeavours and best practices of LSOs in 35 years of promoting the CDD approach to social mobilisation in Pakistan and advocated for formulation of policies based on the Community Led Development approaches. *Detailed Report on the LSO Convention 2018 is enclosed as [MoV-6](#)*.

Rural Support Programmes Network (RSPN) hosted a three-day RSPs Annual Strategy Retreat in July 2018 at Murree. The Retreat was organised to provide a platform for the Rural Support Programmes (RSPs) to share their experiences, review strategic aspects of RSPN and RSPs work and reflect on the way forward - for consolidated and enhanced efforts for poverty reduction through community driven development. The retreat serves as a forum for strategic coordination, experience sharing, networking, and highlighting of new initiatives of the RSPs and the Community Institutions (CIs). Minister for Human Rights, Kashmir Affairs, Gilgit Baltistan, and States and Frontier Regions, GoP, was the Chief Guest at the event. The Ambassador of the European Union to Pakistan, His Excellency Mr Jean-François Cautain,

Ambassador of Afghanistan to Pakistan, His Excellency Omar Zakhilwal; representatives from GoP, donors, corporate sector, academics, media, RSPN board Members, Senior management of RSPs and members of Local Support Organisations (LSOs) were participants of the retreat. The retreat provides opportunities to policy makers, GoP representatives, donors to learn about the RSPs' social mobilisation approach which will not help in policy advocacy efforts but will also help in developing synergies between EU supported programmes for RSPs and their own ongoing programmes. During the event, the participants also had an opportunity to review key strategic aspects of the RSP programmes focusing on community empowerment and poverty alleviation.

As stated above, these event helped policy makers, GoP & GoB representatives, donors learn about the RSPs' social mobilisation approach which will not only help in policy advocacy efforts but will also help in developing synergies between EU supported programmes of RSPs and their own ongoing programmes. During the event, the participants also had an opportunity to review key strategic aspects of the RSP programmes focusing on community empowerment and poverty alleviation. Notification of JDDC by DCs, reduction in CIs registration fee by Social Welfare Department GoB are some of the concrete out of the RSPs advocacy efforts. Though it's too early to have other concrete outcome of these events, however, these events sensitised the key stakeholders of the Programme on the importance of CDD approaches for socioeconomic development of the rural poor and will help RSPs and the TA in paving the way for the development and endorsement of the local development policy framework and related fiscal reforms for Balochistan. These efforts will be more meaningful when the process for the development of local development policy framework is started and a mechanism for dialogues with stakeholders, as part of the Implementing Partners Synergies Action Plan, is developed by the TA. Since the TA is now on-board and the issues related to visa and NOC for the TA Team Lead and Deputy Team Lead are now resolved, it is expected that the process for the development of Local Development Framework will start from second quarter of year three. Advocacy/public policy events on the basis of research findings are planned to be undertaken from year three of the Programme once the research findings are available.

#### **3.4. Number of regional cooperation activities undertaken in collaboration with RSPN Core and SUCCESS programmes with organisations working in the regional countries**

One regional cooperation visit, against the overall target of three, has been undertaken. The first visit was undertaken in year one of the Programme, while the second visit was planned for June 2019 which was postponed till September/October 2019 due to GoB officials' engagement in fiscal year budget preparation. However, necessary preparations for the visit have already been completed, including initial discussion with GoB officials, nominations from RSPs and GoB Officials for the visit and coordination in Tajikistan with the Aga Khan Foundation/Mountain Societies Development Support Programme (AKF/MSDSP). Key members of the visit from GoB are expected to include; Minister Local Government & Rural Development, Minister Social Welfare, Additional Chief Secretary, Secretary Finance, Secretary Local Government & Rural Development, Secretary Social Welfare, Secretary Women Development and Chief of Section (Foreign Aid), Planning & Development. It is important to note that all the Government of Balochistan officials are members of BRACE's Strategy and Policy Dialogue Committee (SPDC) which was formulated on March 1, 2018 that will lead and guide the implementation strategy and the Public Finance Management reform process. These visits will help them executing their role as SPDC members.

Earlier in year one, the regional experience sharing and learning visits was undertaken in collaboration with RSPN Core, SUCCESS Programmes and the Aga Khan Foundation's Mountain Societies Development Support Programme (AKF/MSDSP) in the republic of

Tajikistan. The members of the delegation included strategic stakeholders of the BRACE Programme, e.g. Minister for Planning and Development GoB, Minister for Local Government and Rural Development GoB, ex-Chief Minister and Member of Provincial Assembly, Additional Chief Secretary (Development), Secretary Finance, Secretary, Local Government and Rural Development Department GoB and RSP senior management. The purpose of the visit was to expose the delegation to the community driven development approach of AKF/MSDSP. During the field visits and in meeting with local authorities, the delegation learned about the structure and work of three tiered community institutions (Community Based Savings Groups (CBSGs), Village Organisations (VOs) and supra-VO Social Union for the Development of Village Organisations (SUDVO) fostered by AKF/MSDSP, and how these CIs support improvements in lives and livelihoods of their member households by fostering linkages with local authorities, AKF/MSDSP, other civil society organisations, private sector and through self-help initiatives. At Dushanbe, meetings were held with the European Union Delegation, AKF Tajikistan and Pakistan Embassy. Outcome of the field visits and meetings was reinforcement for the support of the delegation members to the CDD approach adopted by the BRACE Programme. Delegation members particularly appreciated the close and regular interaction between the CIs and local authorities. The Minister for Local Government and Rural Development said at the conclusion of the visit: “We have local bodies and social welfare offices in Balochistan but they cannot reach every household. Citizens should engage with them through their own organisations”.

Since the regional exposure & learning visit include elected representatives and heads of relevant Departments from Balochistan who play a significant role in policy making, resource allocation, programme designing and implementation, these key stakeholders helped in reinforcing the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor and that this can only become sustainable with support of government with appropriate local development policy framework. The fostered linkages between the local authorities and community institutions through the CDD approach by AKF/MSDSP in Tajikistan, experienced and learnt by these stakeholders, have made them supportive of the approaches evident by appreciation and commitment for support in the development of the local development policy framework. For example, the Secretary LGRDD, in BRACE Programme Implementing Partners meeting held in July 2019, reviewed some of the Village Development Plans (approved by JDDCs). After the review of the VDPs, he referred to a community-identified infrastructure investment and committed that LGRDD will provide co-funding for the infrastructure scheme to explore how the LGRDD system can be reformed in such a way that co-funding between LGRDD funds and community funds is made systemic.

After the general elections held in July 2018, all these Ministers and Secretaries are changed and engagement with GoB at all levels will be a continuous process.

### **3.5. Annual convention of the LSOs and RSPs Strategic Retreat events held in collaboration with IPs, RSPN’s core and EU SUCCESS programmes**

Three LSO conventions held, against the target of five so far. In the reporting year, two LSO conventions held (details given in activity A-3.9). Similarly, one RSPs Strategic Retreat events, against the target of five, held in collaboration with IPs, RSPN’s core and EU SUCCESS. During these events, the achievements of community institutions were shared with the policy makers, donor agencies, government representatives, international and national NGOs, media, and LSO representatives from all the provinces and regions of the country. The notable participants of the event are mentioned in activity A-3.8. The national convention of LSOs and RSPs Strategic Retreat are the platform where representatives from organisations from across Pakistan, representatives of donor organisations, government officials, diplomats and development practitioners gather for sharing their experience, mutual learning and showcasing development initiatives taken by organised communities. Community activists and LSO

members shared success stories, lessons learned and challenges faced by communities in bring about positive changes in socioeconomic status at grassroots through community led local development. These events help in facilitating a dialogue among different stakeholders including policy makers, donors, programme practitioners and researchers working on CDD programmes in Pakistan; identify successful approaches and challenges faced to mainstream and scale up CDD; increase the visibility of the EU's support to RSPs' work on CDD and exchange lessons/knowledge with a broader group of stakeholders.

### **3.6. Assisted the EU TA in undertaking research on: (1) understanding the provincial PFM, (2) local development planning processes, and (3) the contribution of the Action towards achieving the SDGs**

The TA has been assisted undertaking gender analysis and recommendations of the analysis report has been incorporated in RSPs component of the Programme (detail given activity A-21). TA will be assisted in undertaking the mentioned research studies once the process for these studies are commenced by the TA. The delays in undertaking these studies by the TA occurred due to visa issues and NOC for the Key Experts of the TA and subsequent suspension of the TA component.

A list of the activities and status of associated outputs for Expected Result 3 are presented in table 3.

**Table 3:** List of the activities and status of associated outputs for Expected Result 3.

<b>Activities</b>	<b>Indicative Outputs</b>	<b>Achievements</b>
A-3.1: Participatory Action Research (PAR)	1. At least three Participatory Action Research reports informing Local Development Policy of Balochistan	1. The first two PAR studies are (two studies a. dynamic of Poverty in Balochistan, 2. Dynamic of inclusive development with focus on women development and gender issues) started in last quarter of year 2. Since these are longitudinal studies, the final reports will be available in fifth year.
A-3.2 Thematic Sectoral Studies/Assessment	2. At least three thematic sectoral studies/assessment completed	2. Thematic studies are planned from year 3.
A-3.3. Assistance to the EU TA in undertaking research	3. 12 research/policy briefs	3. Publication of research/policy briefs are planned from year 3
A-3.4 Formation and meetings of Research Advisory Committee (RAC)	4. At least three research paper published and presented at international and national conferences	4. Publication and presentation of the research papers in international and national conferences are planned from year 3
A-3.5. Publication and dissemination of research reports, papers and policy briefs	5. 300 participants participated in regional and local experience sharing and learning visits and workshops	5. 60 participants participated in regional and local experience
A-3.6. Dissemination of research findings in national and international conferences/workshops:	6. 5 advocacy/policy debates organised	6. Advocacy/policy debates are planned from year 3 sharing and learning visits and workshops
A-3.7. Annual BRACE lesson learning visits and workshops:	7. 5 Balochistan LSO conventions organised and participation in National LSO conventions annually.	7. 3 National LSO conventions held, Balochistan LSO conventions are planned from year 3
A-3.8. Advocacy workshops/public policy debates with government:		8. Two YDPs were hired, each for three months who supported the
A-3.9. Balochistan LSO conventions		
A-3.10. Regional experience		



Activities	Indicative Outputs	Achievements
sharing and learning visits:		<i>research activities, including drafting study TORs, management of data.</i>
A-3.11. Young Development Professionals (Research Interns)		

**ER-4: Technical and institutional capacity of BRSP & NRSP enhanced in mainstreaming, addressing and reporting on cross-cutting themes envisaged in the BRACE Programme**

In order to enhance the technical and institutional capacity of BRSP & NRSP in mainstreaming, addressing and reporting on cross-cutting themes, RSPN developed the Community Awareness toolkit (CAT) – a toolkit for creating awareness on the crosscutting themes – and operational guidelines and quality control tools and plans in year one of the Programme. This toolkit assimilates the important information on nurturing the community members’ awareness on essential cross cutting themes of the Programme that include nutrition, health and hygiene, family planning, HIV-AIDS, gender, human (particularly women’s) rights, disaster risk reduction, climate change & environment, and natural resource management. This was followed by training 28 Master Trainers (39% women), against the target of 25, on CAT from BRSP and NRSP and GoB Officials from Nutrition Cell, Women Development Department, Balochistan Rural Development Academy and Social Welfare Department. The training improved the technical knowledge of the master trainers about how to conduct and deliver the CAT sessions in community meetings, training skills and process to conduct further training of Social Mobilisers, evident by the training evaluation results. These Master Trainers from BRSP and NRSP trained 78 (27% women) Social Organisers and Capacity Building Officers on CAT against the target of 97 which is 80% achievements against the target for year one and two. The Social Organisers and Capacity Building Officers from BRSP and NRSP, in turn, trained CRPs on CAT in their respective districts who are conducting sessions in monthly meetings of COs on thematic areas of the CAT. CRPs have conducted 692 CAT sessions in which 8,954 (54% women) community members participated. Field observation by the Programme team and the records of CIs indicate that these sessions have contributed in enhanced awareness on the crosscutting themes as the CIs members have planned activities on crosscutting themes in their Village Development Plans (under the soft component of the VDP) and undertaking the planned activities e.g. enrolment of out of school children, vaccination of children and pregnant mothers, civic registration, etc. through self-help initiatives and linkages. Reporting of crosscutting themes by RSPs are planned to be undertaken from year three of the Programme. Field observations also indicate the staff are using quality control plans and checklist for tracking activities on critical cross cutting themes. Given the achievements of the targets under this result, the indicators towards attaining this result are on track. In the subsequent years, RSPN will provide support to BRSP and NRSP to ensure that data on SDGs is regularly collected and analysed. Progress against the indicators of this expected result is given below.

**4.1. Community Awareness Toolkit (CAT) and operational guidelines developed by RSPN and adopted by partner RSPs**

RSPN developed a gender sensitive and all-inclusive CAT for the BRACE Programme in consultation with BRSP and NRSP in year one of Programme. This toolkit has the basic information on raising community members’ awareness on cross cutting themes of the Programme that include nutrition, health and hygiene, family planning, HIV-AIDS, gender, human (particularly women’s) rights, disaster risk reduction, climate change and environment,

and natural resource management. Master Trainers from Partner RSPs and GoB staff (from Nutrition Cell, Women and Development Department, Balochistan Rural Development Academy, Social Welfare Department, GoB) have been trained on the CAT and operational guidelines in year one of the Programme. Details of the training and subsequent activities are given in A-4.3 in the activities section of the report. The master trainers from RSPs continued rollout of the training to Social Organisers and Capacity Building Officers during year two. The trained Social Organisers and Capacity Building Officers from BRSP and NRSP have rolled out the CAT training with CRPs who, in turn, started sessions in monthly meetings of COs on thematic areas of the CAT. Detailed of the subsequent activities to the CAT module development, training of Master Trainers, rollout and CRPs training are given in the following indicators as well as in the activities section of the report.

#### **4.2. Number of BRACE Programme RSPs staff trained on Community Awareness Toolkit (CAT) and operational guidelines**

In year one of the Programme, 28 Master Trainers (39% women), against the target of 25, from partner RSPs and GoB (Nutrition Cell, Women and Development Department, Balochistan Rural Development Academy, Social Welfare Department GoB) trained on Community Awareness Toolkit (CAT) and operational guidelines. The training improved the technical knowledge of the participants about how to conduct and deliver the CAT sessions in community meetings, training skills and process to conduct further training of Social Mobilisers, evident by the training evaluation results. These Master Trainers from BRSP and NRSP trained 78 (27% women) Social Organisers and Capacity Building Officers on CAT against the target of 97 which is 80% achievements against the target for year one and two. The Social Organisers and Capacity Building Officers from BRSP and NRSP, in turn, trained CRPs on CAT in their respective districts who are conducting sessions in monthly meetings of COs on thematic areas of the CAT. CRPs have conducted 692 CAT sessions in which 8,954 (54% women) community members participated. Details of the rollout trainings, session by CRPs in communities and assistance to BRSP and NRSP by RSPN in rollout of the CAT training are given in the activity section of the report. These sessions contributed in enhanced awareness on the crosscutting themes as the CIs members have planned activities in their Village Development Plans (under the soft component of the VDP) and undertaking the planned activities e.g. enrolment of out of school children, vaccination of children and pregnant mothers, civic registration, etc. through self-help initiatives and linkages. The progress against the plans were observed in meetings with members of community institutions during field visits. Progress against these plans by LSOs were also shared with stakeholders during LSO conventions held in Islamabad and in lesson learning workshop held in Quetta. RSPs will start collection of data on SDGs indicators from year three.

#### **4.3. Quality assurance and control plan and checklists on tracking activities on critical cross cutting themes developed by RSPN adopted by RSPs**

This activity has been completed in year one of the Programme and the quality assurance and control plan and checklists are being used by the RSPs, thus ensuring standardised tracking of activities on critical cross cutting themes. In order to develop the capacity of RSPs, RSPN held a two days training in year one in Quetta for the key implementation and Monitoring & Evaluation staff of BRSP and NRSP as well as GoB relevant staff from Nutrition Cell, Women and Development Department, Balochistan Rural Development Academy, Social Welfare Department GoB on quality assurance and control plan and tools. The purpose of the training was to orient the BRSP and NRSP District Managers and Monitoring & Evaluation Officers, Heads of Monitoring & Evaluation Sections of BRSP and NRSP along with the Government officials from the Local Government and Rural Development Department, Planning and Development Department, Social Welfare Department and Women Development Department on the Quality Assurance and Control Plan and checklist developed under BRACE

Programme. The training helped the participants in ensuring that BRACE Programme activities envisaged in Programme documents are completed in a timely and efficient manner and in accordance with the standards that were set forth right from the Programme inception. These guidelines, tools and techniques are being used in parallel with the interventions rollout in effective and efficient manner throughout the Programme implementation period. The indicators in case of QAC plans and tools have been developed based on the processes outlined for activities described in different modules of PIM. During field visits to the districts, RSPN staff observed the district implementation team is using the quality assurance tools, plans and checklists and are maintain the record.

**4.4. IPs Capacitated in mainstreaming cross cutting themes in to PFM formulation process through integrating VDPs, UCDPs and district development plans with the provincial ADPs**

As mentioned above, Master Trainers from implementing RSPs have been trained on cross cutting themes and operational guidelines in year one of the Programme. the progress on rollout training by RSPs and subsequent training to CRPs are described in activity A-4.4 in the activities section of the report. The process enabled communities in incorporating cross cutting themes in the Village Development Plans (VDPs) which are consolidated into Union Council Development Plans (UCDPs) at Union Council level. VOs and LSOs started developing their local development plans in year two of the Programme. Against the target of year one and two, 681 VOs (40%), against the target of 1,708, have developed their Village Development Plans while 85 LSOs, against the target of 129 (16% against the target for year one and two) have consolidated the plans at Union Council level in participation with local authorities. The development of district level plan will start from year three. All the Village Organisations and Local Support Organisations have mainstreamed crosscutting themes in their VDPs and UCDPs.

A list of the activities and status of associated outputs for Expected Result 4 are presented in the following table:

**Table 4:** List of the activities and status of associated outputs for Expected Result 4.

Activities	Indicative Outputs	Achievements
A-4.1. Develop Community Awareness Toolkit (CAT)	1. Community Awareness Toolkit on cross-cutting themes. 2. Quality Control checklist and SDG reporting framework 3. 25 RSP staff and government officials trained as a Master Trainer on CAT	1. CAT developed, Training held in year 1 of the Programme; 2. Quality Control checklist and SDG reporting framework developed. 28 RSPs staff and government officials GoB trained as master trainers on CAT
A-4.2. Develop quality control checklists and reporting on key SDG indicators		
A-4.3 Training of RSPs key staff as Master Trainers on use of CAT		
A-4.4. Regular technical support to BRSP and NRSP to roll out the CAT training programme		
A-4.5. Assist implementing partners in mainstreaming other cross-cutting themes		

**ER-5: Achievements, lessons and successful development approaches drawn from the BRACE Programme widely disseminated through developing and implementing harmonised Communication and Visibility Strategy and Plans**

RSPN supported the Programme TA in developing the Global Communication and Visibility (C&V) Strategy which aims to sensitise and mobilise the Government of Balochistan to support CDD approaches for bringing about socioeconomic changes in Balochistan. The strategy development was guided by the EU's rules given in the "C&V in EU-financed External Actions Manual" to ensure that the communication on EU-funded external actions is consistent with the European Union's values and political priorities. Detail of the support given to the TA is given in activity A-5.1. On the basis of the Global C&V Strategy, the RSPN developed C&V plans for the grants (RSPN, BRSP and NRSP) components of the Programme. The strategy and plans are being implemented by the all three RSPs. The implementation of the C&V plans is in progress by BRSP and NRSP with assistance from RSPN. Enhancing the communication skills of the RSPs' communication teams through regular workshop of RSPN's Forum for Advancement of Communication Expertise (FACE) also contributed to the attaining of this expected result. These efforts by RSPN resulted in the organisation of three successful LSO Conventions and RSPs Strategic Retreat, communication of the BRACE Programme through Facebook page, BRACE webpage on RSPN Website, media coverage of the Programme events in electronic and print media, BRACE Video documentaries, Newsletters and annual KPI reports (detail given in the activity sections). Moreover, EU's support is acknowledged in all communication with the stakeholders including, policy makers, national, provincial and local governments, UN agencies, local, national and international NGOs. All internal and external Programme-related communication and documentation also display the EU logo.

RSPN communication team is providing regular guidance and support to BRSP and NRSP's communication teams in the implementation of the C&V Strategy and plans. The regular guidance, support and the training events contributed to the capacity of partners' communication teams observed by RSPN team during IPs' meetings with Government Officials, community elders and other stakeholders. Moreover, Programme's branding and visibility is being implemented uniformly by all partners. Through above mentioned C&V activities, RSPN and implementing partners are disseminating the achievements, lessons and successful community-led development approaches of the BRACE Programme to key stakeholders that help in reinforcing the successful CDD approaches for improved socioeconomic status. The variety of channel used to communicate the BRACE Programme to key stakeholder are given below as well as activity section of the report,

**5.1. Overall Programme communication and visibility strategy of grants components developed by RSPN and implemented**

The Communication and Visibility Strategy and plans for the of grants (RSPN, BRSP and NRSP) components of the Programme has been developed by RSPN. The strategy was developed on the basis of overall Programme C&V Strategy developed by the TA with assistance from implementing RSPs and EU's C&V consultant team. EU's rules given in the "C&V in EU-financed External Actions Manual" were followed in the development of the Strategy and plans to ensure that any communication on EU-funded external Programme is consistent with the European Union's values and political priorities and with other EU-related communication activities and events. Government of Balochistan was on board throughout the process of developing the C&V strategy and plans. Detailed process for the development of the strategy and plans are given in activity A-5.1 in the activity section of the report. The C&V strategy and plans have been shared with EU for approval in May 2019. *C&V Strategy and Plan are enclosed as MoV- 9*. The strategy provides guidance for RSPN, BRSP, NRSP and the TA Programme communication plans and activities and is followed by all implementing partners. C&V plans are being implanted by the implementing partners. All the communication

and visibility material was developed in consultation with EU C&V consultants and was approved by them. Progress against RSPN C&V plan is given in the activities section of the report. Though details of the C&V activities undertaken by RSPN are given in the activities section of the report, following are updates of the C&V activities undertaken by RSPN.

- **LSO Conventions:** Overall, three LSO conventions, two in the reporting period, held. Annual conventions of the LSOs are very important events to bring together diverse members of LSOs and development practitioners along with donors, policy makers, government and civil society representatives under one platform and encourage mutual and cross learning and advocate for development policies. The LSO conventions attracted the attention of the media, government and development agencies. Details of key topics discussed in the conventions are given in activity A-3.5. As an important advocacy event, the LSO convention helps in facilitating a dialogue among different stakeholders including policy makers, donors, programme practitioners and researchers working on CDD programmes in Pakistan; identifying successful approaches and challenges faced to mainstream and scale up CDD; increasing the visibility of the EU's support to RSPs' work on CDD and exchange lessons/knowledge with a broader group of stakeholders.
- **BRACE Facebook:** RSPN has created BRACE Facebook page (<https://www.facebook.com/BRACEProgramme/>) in year one of the Programme with rights to all partners to post on. The main objective of creating the social media page is to showcase BRACE and communicate its ongoing field activities with a wider range of audience including influencers, Programme team, GoB, target groups, beneficiaries, general public and the media. During the reporting period, a total of 209 BRACE posts (64 by RSPN, 125 by BRSP, and 20 by NRSP) have been posted on Facebook; EU has been tagged in all posts. During year two of the Programme, the social media page of the BRACE Programme witnessed a tremendous increase of 46% in its organic likes. The average reach of BRACE Programme's Facebook posts has been 1146 and the average engagement rate for the Facebook posts has been 13% which is considered excellent according to Facebook analytics.
- **BRACE RSPN-Webpage:** RSPN has a dedicated page for BRACE Programme on its website. It contains all the important information about BRACE Programme in different sections as image/video gallery, publications, districts profiles, research articles, field visits and media visits. RSPN has also supported BRSP in developing a dedicated webpage for BRACE on BRSP's website.
- **European Union's and Programme Visibility:** EU's support is acknowledged in all communication with the stakeholders including, policy makers, national, provincial and local governments, UN agencies, local, national and international NGOs. All internal and external Programme-related communication and documentation e.g. brochures, publications, training material, presentations, reports, letters, attendance sheets, minutes of the meetings, advertisement etc. display the EU logo. Similarly, the publications including, KPIs report, Newsletters, manuals and reports contains the EU disclaimer and also mentions the financial support of European Union for the BRACE Programme.
- **Promotional Material:** RSPN published banners and standees of the BRACE Programme for different workshops, trainings, LSO conventions, RSPs annual strategy retreat and other events. The banners and standees helped ensure the viability of the European Union at all relevant forums.
- **BRACE events-media coverage:** During the reporting period, RSPN engaged national and local media for the coverage of BRACE experience sharing and learning visit and workshop (details given in activity A-3.7) and closing ceremony of ToT on gender sensitisation and mainstreaming. These events were covered by 20 newspapers and four national and

regional TV channels, including, Samma, Dawn, Dunya, Khyber and WUSH News. Besides that, RSPN also capacitated BRSP local team in developing the press releases and guided them on how to coordinate with media. This action helped in dissemination of press releases in 85 newspapers during the reporting period. Moreover, a number of article have been published in Daily Express Tribune and on the websites, including website of London School of Economics and Political Science South Asia Centre. *The links to some of the articles and blogs are given below;*

- <http://thebalochistanpoint.com/adult-literacy-rate-in-balochistan-male-38-female-13/>
- <https://tribune.com.pk/story/1907696/1-grass-roots-organisation-key-tackling-household-poverty/>
- <https://morning.pk/story/39041>
- <https://blogs.lse.ac.uk/internationaldevelopment/2018/12/07/village-development-plan-vdp-a-rural-manifesto-partnership-for-sustainable-development>
- <https://blogs.lse.ac.uk/internationaldevelopment/2019/01/24/technical-and-vocational-education-and-trainings-the-linchpin-of-economic-development-for-young-people/?fbclid=IwAR2up6R6B9aUDc5LN8TbH13CubTlkVObUsJp5jFAuC-hOYyIDY70c1cC-SU>
- <https://tribune.com.pk/story/1930225/6-reforms-education-sector-rural-balochistan/>
- <http://thebalochistanpoint.com/organized-communities-play-an-effective-role-in-poverty-reduction-say-chairman-rspn-brsp/>
- <https://www.bexpress.com.pk/2019/02/organised-communities-can-better-fight-with-house-hold-poverty-shoaib-sultan/>
- **Videos:** RSPN BRACE Communication team visited four Programme districts (Loralai, Zhob, Khuzdar and Jhal Magsi) and collected 16 videos of the identified beneficiaries for the case studies around the themes of social mobilisation, livelihood, community physical infrastructures and women community institutions. The main objective of collecting these videos was to help EU's communication consultant team in recording video case studies. Out of 16 video case studies, one video case study was published on social media and the rest of the raw footage is being edited to be released in year three. RSPN will also support the EU consultant team in recording of the identified case studies in above mentioned four districts. BRACE Communication Officer will accompany the team in field and will record the interviews of the identified beneficiaries, LSO representatives, Government Officials and the communities.
- **BRACE Newsletter** developed and disseminated and details given in activity A-5.6.
- **Annual KPI report** developed and disseminated for year one and planned in October 2019 for year two as explained in activity A-1.8.
- BRACE Programme Launching Workshop held in year one of the Programme. Over 230 participants, including, the EU Ambassador to Pakistan, Provincial Ministers, parliamentarians, government officials, civil society representatives, RSP leaders and staff, community representatives and media representatives attended the launching ceremony. The workshop served the purpose of informing key stakeholders about the key interventions of the BRACE Programme to mobilise their support for future collaboration and contributed to the communication of Programme purpose and in reinforcing the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor. The Programme has the buy in of the government and is closely working with Programme partners on various policy level interventions. The GoB has notified LG&RDD as focal department for the Programme and has allocated office premises for the Programme TA in the civil secretariat just opposite to the Secretary LG&RDD office.

- **Printing of Visibility Items:** In the first year of BRACE Programme, RSPN has developed a number of communication and visibility items including, brochure, backdrops, standees, and certificates as per the requirement of Programme's activities. The visibility and branding of EU, BRACE, RSPN, BRSP, NRSP and GoB were ensured in the printing materials by incorporating the logos of all partners in the designed and printed items. Moreover, in the second year of the Programme RSPN has finalised Programme's takeaway gifts with EU, GoB and BRACE and partners' logos and distributed among key stakeholders the key stakeholders on various platforms, including the LSO convention, RSPs annual retreat, Provincial and district level meetings and training events. These items were distributed among officials of the local and provincial governments of Balochistan, representatives from UN agencies, donor agencies and media. Similarly, the visibility items were provided to BRSP NRSP and HD, so that they could use it as tool to promote visibility the EU and branding of the BRACE Programme by sharing the giveaways with the relevant provincial and district level stakeholders. This has helped in promoting and showcasing the BRACE Programme and the important role of the European Union for improved socioeconomic status of the people in Balochistan.
- **Development of BRACE introductory Documentary:** The introductory documentary for the BRACE Programme has been developed in consultation with and after getting clearance from EU C&V Consultants. The introductory documentary provides a holistic view of BRACE Programme to the target audience and communicates intervention logic and objectives of the Programme for Balochistan. The documentary was filmed in districts Jhal Magsi, Quetta, Pishin and Zhob. The documentary is available online and has been screened in LSO conventions, BRACE experience sharing and learning workshop, RSPs and TA joint meetings and Programme meetings at provincial and district levels. The video will help in making the audience (from both supply and demand side) familiar with the approach, activities and expected outcomes and impacts on beneficiaries and in reinforcing the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor. *BRACE Programme documentary is given in Compact Disc as MoV-10.* The documentary can also be accessed from given link: [https://www.youtube.com/watch?v=4USLkS-xs\\_w](https://www.youtube.com/watch?v=4USLkS-xs_w). Through above mentioned C&V activities, RSPN and implementing partners disseminated the achievements, lessons and successful community-led development approaches of the BRACE Programme to key stakeholders.

## **5.2. Capacities of IPs enhanced in communication skills through bi-annual training sessions and meeting workshops of RSPN's Communication Resource Group I.e. Forum for Advancement of Communication Expertise (FACE)**

RSPN has created the Forum for Advancement of Communication Expertise (FACE), for the capacity building of the RSPs communication team. Through this forum, RSPN invites the communication and visibility staff of all RSPs to help them capacitate on various communication and visibility skills such as: video making, report writing, social media campaigning, photography and video editing. This activity is originally planned under RSPN's Core communications plan.

RSPN involved White Rice Communications to conduct first FACE workshop on "Digital Storytelling" that was held in October 2017. It was aimed to equip the focal persons of the Rural Support Programmes - working in the field with visual tools and skills to better document, share and amplify the impact their work is creating in the digital age. Subsequently, the second FACE workshop was held in June 2018 on the subject of the Participatory Video & Most Significant Change (PVMSC); a format for the video documentation of the field level activities. The participants from BRACE side included Communications Officer and Reporting and Documentation Officers of RSPN in both 1<sup>st</sup> and 2<sup>nd</sup> workshops. Third

Workshop of the FACE is planned in July 2019, in which Communication Officer from BRSP, NRSP and RSPN will participate. Moreover, the RSPN communication's team is providing regular guidance and support to BRSP and NRSP communication teams in the implementation of the C&V Strategy and plans. The regular guidance and support and the training events contributed to the capacity of partners' communication teams observed by RSPN team during IP meetings with Government Officials, community elders and other stakeholders. Moreover, Programme branding and visibility is being implemented uniformly by all partners.

**Table 5:** List of the activities and status of associated outputs for Expected Result 5.

Activities	Indicative Outputs	Achievements
A-5.1. Assist EU TA to develop a global Communication and Visibility Plan for BRACE	1. Communication and visibility plan for the RSPN, BRSP and NRSP components developed	1. <i>Communication and Visibility Plan for the RSPN, BRSP and NRSP components developed and shared with EU for approval.</i>
A-5.2. Develop a Communication and Visibility Plan for RSPN, BRSP and NRSP Programme Component	2. 100 participated in launching workshop	2. <i>BRACE launching ceremony held; over 250 participated in launching workshop</i>
A-5.3: BRACE launching workshop	3. Visibility items printed and distributed	3. <i>First set of Visibility items printed and distributed; printed items for year 1 and 2 of the programme include BRACE brochures, caps, pens, wall clocks, mugs. Printing of the second set is planned for year 3.</i>
A-5.4. Printing of visibility items	4. 9 bi-annual newsletters published and disseminated	4. <i>Three newsletters published and disseminated</i>
A-5.5. Develop video documentaries	5. Number of articles/news items published in newspaper of repute	5. <i>One video documentary, against the target of, three developed</i>
A-5.6. Bi-Annual BRACE programme newsletters	6. Updated dedicated Programme website	6. <i>13 articles on BRACE related interventions written and published in Express Tribune and LSE South Asia Centre. Similarly, the coverage of BRACE Launching ceremony was covered in 14 Urdu and English newspapers, whereas; the news coverage of CAT training was covered by 3 TV channels and 10 national and local newspapers. Moreover, coverage of BRACE experience sharing and learning visit and workshop and closing ceremony of ToT on gender sensitisation were covered by 20 newspapers and four national and regional TV channels, including, Samma, Dawn, Dunya, Khyber and WUSH News</i>
A-5.7. Media Visits	7. 100 participated in Final dissemination workshop	7. <i>A dedicated page for BRACE Programme on RSPN website; containing BRACE Programme Communication and Visibility material, including reports, image/video, publications, districts profiles, field visits and media visits.</i>
A-5.8. BRACE website		8. <i>Final dissemination workshop is planned for year 5 of the Programme</i>
A-5.9. Capacity building of Communication Officers		
A-5.10. Final dissemination workshop		



## B. ACTIVITIES

### Start-up Activities

The RSPN component of the BRACE Programme has five expected results, with respective indicators, and corresponding activities to achieve them. The start-up and inception phase activities, including hiring of Programme staff, Programme orientation workshop for the staff, Programme inception workshop with stakeholders, development of a standardised Programme Implementation manual (PIM), a manual for Poverty Scorecard census, the baseline survey approaches & methodologies, a common M&E framework, a Community Awareness Toolkit (CAT), the quality assurance and control plan and tools, a web-based MIS-Dashboard, training of master trainer on the abovementioned manuals, assistance to the Programme TA in undertaking gender analysis were planned and completed in the inception phase. Detailed progress on the start-up and inception phase activities were reported in the First Interim Report, enclosed as [MoV-1](#).

### Activities progress with respect to the Expected Results

**ER-1: THE QUALITY AND EFFECTIVENESS OF PROGRAMME IMPLEMENTATION BY BRSP & NRSP IS IMPROVED THROUGH ENSURING UNIFORM PROGRAMME IMPLEMENTATION APPROACHES AND HARMONISED MONITORING, EVALUATION AND REPORTING MECHANISMS DEVELOPED FOR BRSP AND NRSP.**

The intended purpose and observations on the performance and the achievements of outputs, outcomes, and (indication of) impacts of the expected results are described above in the **Outcome and Expected Result sections** of the report. This section explains process, progress and current status of the activities; and the challenges and problems that have arisen during the reporting period and how these challenges have been addressed.

#### A. Support to the IPs in Ensuring Uniformity in Programme Design

##### A-1.1. Technical Assistance to BRSP& NRSP in Programme Planning and Designing

This activity has been completed in the first year of the Programme and detailed progress has been reported in the First Interim Report ([MoV-1](#)). In the second year of the Programme, RSPN Core and Programme teams regularly supported BRSP and NRSP to ensure that Programme activities are aligned and implemented according to the process outlined in the Description of the Action (DoA). The support includes regular field visits, progress review meetings and sharing of recommendations for further improvement. Details of support provided to BRSP and NRSP are given below in the corresponding activities.

During year one, Programme team and RSPN's sector specialists supported BRSP and NRSP in planning and designing of the BRACE Programme activities through the development of harmonised proposals. This was carried out with a series of consultative meetings with BRSP and NRSP and other key stakeholders, including community representatives, GoB officials of LG&RDD, Planning and Development Department and Women Development Department. Among others, training for the local elected representative on Balochistan Local Governance Act was incorporated in the Programme design on the requested GoB officials. This activity enabled synchronised activities, agreed final results and log frames at the RSPs and GoB levels. This assistance helped BRSP and NRSP's interventions uniformly aligned to the Programme results, objectives and the design of the Programme in a way that synchronise

RSPs activities. This assistance also helped BRSP and NRSP complement each other's efforts.

#### A-1.2. Develop a Standardised Gender Sensitive Programme Implementation Manual (PIM)

A standardised and gender sensitive Programme Implementation manual was developed in year one of the Programme and detailed progress and processes have been reported in the First Interim Report (MoV-1). During year two, two minor changes were made in the PIM on the basis of learning from the field. These changes, shown below in the table, were made on the recommendation of NRSP and agreed by BRACE grant partners.

**Table 6: Changes in PIM on the basis of field learning**

<p><b>Suggested by:</b> National Rural Support Programme (NRSP)  <b>Section:</b> 3 3.6.5.9.6 Community Investment Fund (CIF) Processing Fee/Service Charges and Utilisation  <b>Date:</b> December 2018</p>		
Existing process described in PIM	Revised process described in PIM	Justification
<p>“Each CIF beneficiary will pay an agreed processing fee to the community institution before receiving the cheque. The Community Institution shall determine an adequate rate/amount of processing fee to cover their cost. In addition to the processing fee, the community institution may also decide to charge service charges on the monthly instalments of CIF loans. The processing fee/service charge is one of the sources of income to sustain the community institutions. The community institution members will decide on the utilisation of the processing fee/services charges. However, primarily the processing fee/service charges will be used for running the CIF operations, including paying an honorarium to the Community Book Keeper (CBK). Any surplus should go to CIF fund so that it grows over time and benefits more beneficiaries and the real value of CIF grant remains intact”</p>	<p>“The member COs will pay an annual contribution (<i>chanda</i>) to their respective LSOs, the amount of annual contribution will be decided by LSO Executive Body to meet LSO operational expenditures to manage CIF operations. This would enable LSOs to offer interest free loans from CIF to poor CO members (PSC 0-23) on sustainable basis. The community institution members will decide on the utilisation of the contribution, however, primarily this would be used for running the CIF operations, including paying an honorarium to the CBK. This approach of COs membership fee to LSOs will further strength ownership among CIs so that LSOs can keep on providing CIF and other services to their member COs and VOs on sustainable basis even beyond project life.</p>	<p>This change is being proposed to make CIF interest free based on the feedback from CIs due to high prevalence of poverty in the Programme areas and on the basis of religious factors of the project areas. Furthermore, it will create a sense of ownership of LSO among COs and VOs.</p>
<p><b>Suggested by:</b> National Rural Support Programme (NRSP)  <b>Section:</b> 5.3. General Procedures for the implementation of IGG  <b>Date:</b> May 2019</p>		
Existing process described in PIM	Revised process described in PIM	Justification

<p>The previous procedure for implementing IGG in the BRACE PIM is summarised below:</p> <ul style="list-style-type: none"> <li>i. The component of Income Generating Grant (IGG) will be implemented through sub-granting to VOs/ LSOs that fulfil the EU sub-granting eligibility criteria. Sub-granting to community institutions for implementation of the IGG is in Compliance with RSP's social mobilisation sustainability and capacity building approach. The RSPs and community institutions will follow the EU sub-granting rules;</li> <li>ii. After receiving the sub-grant, the Community Institutions then procure the income generating assets identified by the beneficiaries and provide to the eligible poor and poorest households, to undertake economic activities identified in the Micro Investment Plans (MIPs)/ Household Income Generating Plan prepared by individual household at the CO level;</li> <li>iii. The RSPs will provide technical support to the community institutions in implementation of the IGG and monitor, maintain records of IGG intervention at every level and report to the EU;</li> </ul>	<p>The procedure for implementing IGG in the BRACE Programme is summarized below:</p> <ul style="list-style-type: none"> <li>i. The component of Income Generating Grants (IGGs) will be implemented through sub-granting to any of the CI (COs/VOs/ LSOs) that fulfil the EU sub-granting eligibility criteria. Sub-granting to CIs for implementation of the IGG is in compliance with RSP's social mobilisation sustainability and capacity building approach. The RSPs and CIs will follow the EU sub-granting rules.</li> <li>ii. After receiving the sub-grant the CIs (CO/VO/LSO) will then provide one-time IGG to the eligible poor and poorest households, to undertake innovative economic/income generating activities identified in the Micro Investment Plans (MIP) prepared by individual households at the CO level.</li> <li>iii. The RSPs will provide technical support to the CIs in implementation of the IGG and monitor as well as maintain records of IGG intervention at every level and report to the EU.</li> </ul>	<p>This change is being proposed to transfer cash grant to a beneficiary household to purchase his/her asset from the market as per her choice.</p>
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During the reporting period, RSPN Core and Programme team provided regular support to BRSP and NRSP to support implementation of the Programme, ensuring it is implemented according to the processes outlined in the PIM. The support includes periodic review of the Programme implementation, regular visits by Programme Manager, M&E Officer, Documentation and Reporting Officer, Communication Officer, Research Coordinator, Specialist Social Mobilisation, M&E Specialist and Programme Officer Gender & Development. The findings of the field visits by Programme and Core team confirmed that the Programme Implementation Manual, quality control plans and M&E Framework developed by RSPN at the start of the programme remained instrumental in standardising the implementation methodologies and process across the two RSPs.

At the highest level, the Programme is overseen by the RSPN-Board's BRACE Oversight Committee, consisting top management and Programme Managers from the implementing RSPs. Members of the committee include Mr. Shoab Sultan Khan, the Chairman RSPN (Chair), Mr. Fazalullah Qureshi, member Board of Directors RSPN, Ms. Shandana Khan, CEO RSPN, Mr. Nadir Gul Barech, CEO BRSP, Mr. Rashid Bajwa, CEO NRSP and BRACE Programme Managers from RSPN, BRSP and NRSP. The RSPN's Core team members including, Specialist Monitoring and Evaluation, Specialist Social Mobilisation, Programme Officer Gender and Development and Programme team from RSPN also participate in the meetings. The Oversight Committee is the principal decision-making body for guidance and strategic directions to the implementation of the overall Programme. The specific objectives of the committee include, reviewing the BRACE Programme on quarterly basis, monitoring of the

committee's decisions and ensuring their implementation, ensuring effective coordination with the federal government and Government of Balochistan (GoB) to support the formulation and implementation of the Local Development Policy Framework for the province of Balochistan, acting as decision and communication point for issues of RSPs and RSPN with the Government of Balochistan, discuss and make decisions about any other important matter regarding the BRACE Programme.

During reporting period, the RSPN-Board's BRACE Oversight Committee held four meetings. In these meetings, committee was briefed on the Programme's progress, challenges, way forward and members' guidance was solicited on strategic issues and challenges. *Detailed minutes of the Committee's meetings are attached as MoV-12, MoV-13 and MoV-14.* Some of the key decisions and follow-up actions of the committee are given below:

- Registration of Community Institutions and subsequent bank account opening which is one of the most critical challenges of the Programme. It was decided in the committee meeting that the process needs be expedited and the RSPs management should put in efforts to address this issue. Following the decisions of the committee, RSPs management met with the Governor State Bank of Pakistan for addressing the issue of CIs bank account opening. The Governor State Bank assured every possible support to RSPs in this regard. Similarly, CEO BRSP met with the Secretary Social Welfare Department in November 2018 and sent a follow up official letter to ease the process of CIs registration. Through these efforts, registration and bank account opening started, however with slow pace. However, at the time of filing of this report i.e. August 2019, the Director General Social Welfare, Special Education and Human Rights Balochistan, through a notification, amended the fee structure for the registration of CIs by reducing the registration fee to PKR 500 for COs, VOs and LSOs. Previously, the fee for the registration was PKR 10,000 which was a financial burden on the poor members of the CIs. The reduction in registration fee will expedite the process of CIs registration and subsequent bank account opening which will, in turn, expedite those activities of the Programme that have low achievements against the targets and were dependent on the sub-granting to CIs.
- On the basis of feedback from EU on BRACE year one progress by RSPs, the committee asked RSPN core team to support BRSP and NRSP in the development of Delay Mitigation Plans to address delays in year two. Following the decision of the committee, Specialist Social Mobilisation and M&E specialist, along with NRSP management visited district the Kech in December 2018 and supported BRACE district team in developing plans for the second year. Similar support was provided to BRSP. The accelerated plans were regularly tracked RSPN Programme team throughout the year and technical support was provided whenever needed. Support in planning and follow-up with RSPs helped BRSP and NRSP improve the performance in year two, evident by the fact that achievements against most of the key performance indicators that were zero by end of the year one is now considerably improved.

The RSPN's Core team including Specialist Monitoring and Evaluation, and Specialist Social Mobilisation and Programme Officer Gender and Development, participated in the ongoing field activities including training sessions with leaders of Community Institutions, reviewed the implementation and monitoring process with the field teams and conducted assessments and provided feedback to RSPs management, BRACE teams in the field and the community institutions' and leaders. Similarly, the RSPN's BRACE Programme team members, including Programme Manager, M&E Officer, Communications Officer, Research Coordinator, Documentation and Reporting Officer has performed visits to randomly selected intervention areas in all districts supported RSPs in Programme implementation at field level and provided

inputs and feedback on course corrections, where needed, during the implementation of the BRACE Programme. They observed, monitored and assisted the district teams in various components of the Programme implementation. The findings of these visits have been communicated to RSPs through sharing field visit reports and Note For the Records (NFRs) and also shared during Programme review meetings and in quarterly RSPN Board's BRACE Oversight Committee meetings. Some of the examples of support given during the reporting year and key findings from the field visits are given below:

- In December 2018, RSPN's technical team including M&E Specialist and Specialist Social Mobilisation visited district Kech and provided support to NRSP in developing an accelerated plan to ensure the effective and efficient implementation of Delay Mitigation Strategy, that was developed at end of year one. During implementation of the delay mitigation plans by RSPs, administration of quality assurance and control plans were ensured so that quality implementation is ensured. The team also supported NRSP in developing a strategy of involving Community Resource Persons (CRPs) to support the implementation of the social mobilisation component in 15 moderate risky union councils in Kech as the social mobilisation process such as formation of CO/VO/LSO suffered delays due to the multipronged challenges in year one. Even in year two, 5 UCs, in NRSP's Kech district, are still inaccessible for PSC survey and other interventions due to continued volatile security situation. NRSP has formally informed EU regarding this issue and solicited approval for replacing the UCs. *Note for the record of the visit is enclosed as MoV-15.* In a follow up visit to Kech by Monitoring and Evaluation Officer BRACE/RSPN in February 2019 it was found that there has been a very positive progress against the given social mobilisation targets through the revised social mobilisation strategy developed by NRSP with support of RSPN. The backlog of year one has been adequately covered in year two, with a 100% success rate for CO formation in district Kech. *Note for the record of the visit is enclosed as MoV-16.*
- The Programme Manager BRACE RSPN's component visited Killa Abdullah, Khuzdar, Loralai, Pishin and Killa Abdullah districts during the reporting year and found that the BRACE Programme interventions in these districts are being implemented in accordance with guidelines given in BRACE "Programme Implementation Manual" (PIM). The beneficiaries of the Programme were appreciative of the Programme and were thankful to BRSP, EU and BRACE district teams. The record keeping by the Community Institutions was improved, as compared to the findings of visits of the previous year, especially, documentation of socioeconomic status of the village, proper documentation of the meeting minutes, decisions and follow ups actions. Moreover, district teams are regularly updating the district progress against key performance indicators and making decisions accordingly. These improvements helped them in accelerating the progress for year two. Some of the challenges in Programme implementation and areas for improvement at district level are mentioned below;
  - Given the cultural context of Balochistan, interacting with the women CIs members by male staff members has proven to be a challenge. All the M&E Officers are male and women beneficiaries do not engage with men who are not related to them; the monitoring process is visibly affected because of this, except for Jhal Magsi and some parts of Khuzdar. To tackle this challenge, BRSP's M&E officers have mobilised the women CRPs, who accompany them during field visits, to approach the women CIs members for interviews, surveys etc., though the record of the CIs is checked by the M&E Officers. Despite the lack of interaction between the M&E Officers and some women beneficiaries, there is a very pro-active attitude by the communities towards involving women and members of other marginalised groups.

- The PSC data was available with some of the VOs. There is a need for further improvement in documentation, communication and presentation, especially to local authorities/local government, of PSC data of the village by VOs.
- The achievement against target of CRPs selection was very low due to 1) non-availability of criteria based CRPs in some areas, especially women CRPs, 2) scattered population and long distances 3) permission is not given by family members to females to become CRPs. The district team has planned to involve school teachers and staff from health department to address this issue.

The areas for improvement have been shared the Programme management team in BRSP and they have developed alternative strategies for addressing these challenges. *Visit reports are enclosed as [MoV-17](#), [MoV-18](#) and [MoV-19](#).*

- Programme Officer Gender and Development RSPN, during her visit to Pishin and Killa Abdullah districts found that women's mobilisation was at its infancy stage in February 2019. It was noted that against all the cultural barriers, BRSP has been able to mobilise women in their organisations. It was recommended to BRSP staff to ensure that the vision of the CIs should be clear at the onset of CIs. Keeping women's limited mobility and exposure in mind, it was also recommended that the district staff should share stories of women LSO leaders and activists from other parts of Balochistan and Pakistan with the CIs' leaders in BRSP districts. *Note for the record of the visit is enclosed as [MoV-20](#).*
- Due to cultural barriers, women LSO executive committee members could not sit with male members of the committee, nor did these seem to be active. This was a major challenge as far as women participation in the Programme is concerned. It was recommended to have segregated, women's only meetings for discussions and their recommendations to be included in the LSO plans. In the meetings, women Social Organisers should brief them on male executive body members' meetings and their proceedings. The district teams were advised to ensure that the recommendations from women should be a part of the LSO plans and meeting minutes. Although it would put an extra burden on the Social Organisers, it is crucial to have women's participation in the CIs and also in decision making at LSO level. Following the recommendation, BRSP is now ensuring the inclusion of women members' recommendations in LSO development plans.
- RSPN revised the three-day Community Management Skills Training (CMST), in year one of the Programme for Presidents and Managers of Community Organisations (CO). The reasons for revising the CMST were that the old module mainly focused on transferring knowledge, skills and tools regarding organisational management, cooperation and collective action which were important, but they lacked material on essential topics such as core human values, active citizenship and roles and responsibilities of the community leaders in fostering these values across the communities. Secondly, the modules often relied on lecture method. Therefore, they were not effective in terms of transferring the knowledge and skills to the non-literate participants of these trainings. So in the revised CMST module, both the contents and methods were revised. BRSP and NRSP are using the new CMST module for training CO Presidents and Managers. Specialist Social Mobilisation RSPN also participated in the CMST trainings held in December 2018 in District Kech and in district Pishin in January, 2019 to see whether the field staff are able to deliver the training properly or not, and to assess the effectiveness of the module in transferring knowledge to the training participants and utility in changing their behaviour of

community members. *The detailed report of the visits is enclosed as MoV- 21 and assessment report of the CMST is enclosed as MoV-30.* Some key findings from the visit are given below:

- It was found that the trainers could easily deliver the sessions on the new module. The main reason is that in this module, each and every step of the training session was clearly articulated and all relevant training material including pictures, illustrations, video etc. were readily available with them. Secondly, the module was interactive, hence, it kept the participants engaged. Thereby, compared to the previous module, participants were found to be taking interest in the training sessions. An assessment of learning indicated that the learning level of the participants was above average for the new module. This indicates that the delivery of the sessions by the trainees was satisfactory as compared to the old module.
- Regarding the retention of learning and behavioural changes, the participants found the old module theoretical and hence it was not easy for the community members to understand. As a result, there was insignificant change in the behaviour of trainees. However, the participants and trainers found the contents of the new module simple, practical and easy to learn for the illiterate and less literate participants. Interestingly, the new module was equally catchy for the literate participants as well. The master trainers found the leaders of Community Organisations to be attentive and quite active throughout the sessions. It was also observed that the community leaders had already started to implement the learnings in their respective villages. Visible improvements were seen in the record keeping and savings of their COs and they also started self-help initiatives.

Regular support by RSPN to BRSP and NRSP not only contributed to the standardisation of processes but also contributed to the efficiency and effectiveness of the Programme as compared to year one of the Programme. Despite delays in year one of the Programme and numerous challenges faced in year two, significant progress was observed by the implementing RSPs against most of the key performance indicators in year two. Progress on some of the key performance indicators are shown below;

**Social mobilisation:** Overall, 142,288 (91% of the target<sup>6</sup> of year one and year two target and 48% of the total target) rural poor, including 80,598 men (57%) and 61,690 (43%) women, have been organised in community institutions. 141,251 households (90% against the target) have been organised into 9,623 COs (95% of target), 2,017 VOs (121% of target) and 92 LSOs (70% of target) without any significant difference among the two RSPs. Among the COs, 56% are men, 42% are women while 2% are mixed COs. Similarly, among the VOs 64% are men VOs, 27% are women VOs and 9% are mixed VOs. 95% of the community organisations have saving programmes.

**Trainings and Capacity Building:** During the reporting period, 10,951 (62% of the target) office bearers of Community Organisations have been trained against the target of 17,574 on Community Management Skills and Training module that was developed by RSPN in year one of the Programme. Out of the total trained community leaders, 5,991 (55%) are men and 4,960 (45%) are women.

Similarly, RSPN has developed an interactive module on Leadership and Management Skill Training for BRSP and NRSP. This module is developed for the office bearers of VOs and LSOs. The basic aim of this module is to enhance the local potential for leadership in the communities. The course develops capacity of the local leaders on development concepts,

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<sup>6</sup> The achievement is against year one and year two targets, unless specifically mentioned for the total Programme targets

leadership and management, addressing development barriers, importance of the three tier social mobilisation and presentation & communication skills. During the reporting period, BRSP and NRSP have trained 1,594 (55 % of the target) office bearers of VOs and LSOs on the capacity building module.

Furthermore, 319 Community Resource Persons (CRPs) have been hired and trained, including 168 women CRPs, by RSPs on Community Awareness Toolkit (CAT) during the reporting period which is 48% against the target of 668. BRSP hired 254 CRPs against the target of 633 and NRSP hired and trained 65 against the target of 35, who are providing awareness raising sessions to the members of Community Organisations on critical cross cutting social issues covered in Community Awareness Toolkit to raise awareness among the communities and citizens. These themes include education, health, disaster risk reduction, climate change, civic rights and documentation as well as water, sanitation and hygiene, etc. This will help in improving people's and citizen's perception of their involvement in local governance processes and the quality and access to services. Though a formal evaluation has not been undertaken, during visits of RSPN Core and Programme team it was found that community members' awareness on themes delivered through CAT sessions has improved and they have started incorporating school enrolment, vaccination, Birth and *Nikkah* (marriage) registration and other activities in soft component of the Village development plans. Dearth of literate men and women CRPs, vast geographic stretch limiting the mobility, sparsely spread population, high turnover of the existing CRPs and volatile security situation in some parts of the Programme areas caused delays in attaining the targets by RSPs. These challenges are being addressed by engaging the government officials, academia, civil society members and literate cadre of CRPs as potential trainers at districts' level. For example, in areas where criteria based women CRPs are not available, RSPs involve women staff of education and health departments to conduct sessions in communities on crosscutting themes.

**Gender Sensitisation and Mainstreaming:** RSPN developed a Gender Sensitisation and Mainstreaming Manual, which included mainstreaming gender needs in Programme interventions. 29 master trainers (25 from BRSP and 4 from NRSP), including, 20 men and 9 women, have been trained on the manual which will help in addressing gender needs in social mobilisation activities and other programme activities including TVET, CIF, IGG, CPI related interventions. RSPs have started the rollout of the training. During the reporting period, BRSP has sensitised 100 participants (36 women and 64 men) which is 18% achievements against the target. The roll-out trainings are attended by LSO members, CRPs, district staff of BRSP and participants from Local Government. In the subsequent year, BRSP will continue the roll-out of GMS training in the remaining districts as well. Similarly, master trainers from NRSP further trained 27 Programme staff (7 women, 20 men), who trained 96 participants (52 men, 44 women) including office bearers of LSOs, Local government and CRPs. Further details of this activity are given A-2.5 below.

**Local Development Plans:** At household level, total 90,852 (60% against the target) Micro Investment Plans (MIPs) have been developed by the community members against the target of 152,628 for year one and two. This has been done with the support of social organisers and social mobilisation teams, who paid attention to what sort of income generating activity the beneficiary wants to engage in case he/she gets CIF/IGG, and what training would they want to take if they are eligible for TVET. Similarly, VOs and LSOs have started developing their local plans. Against the target of year one and two, 40% of the VOs have developed their Village Development Plans while 85 LSOs (66% against the target for year one and two) have consolidated the plans at Union Council level in participation with local authorities. Simultaneous multifaceted BRACE activities, delayed local council elections and capacity gaps of newly formed CIs caused the underachievement against the targets for local



development planning. In year three, the local council elections and maturity of the CIs will expedite the VDP/UCDP formation and ensure active participation of all stakeholders in the joint development planning process.

**Programme Interventions:** The implementing RSPs have started implementation for various Programme interventions, including Technical and Vocational Education Training (TVET), Adult Literacy and Numeracy Skills (ALNS), Community Investment Funds (CIF), Income Generating Grants (IGG) etc.

**ALNS and TVET:** BRSP has enrolled 1090 (198% against the target for year one and two) women in ALNS centres, and 300 (75% against the target for year one and two) men in TEVT. However, NRSP has identified 960 participants for ALNS and an agreement has been signed with Social Welfare Department to start the training next year.

**CIF:** Rs. 68.4 million against target of Rs. 99.8 million (69%), CIF sub grants have been transferred to 35 Community Institutions. A total of 137 households (3% against a target for year one and two) have taken CIF loans. The loan disbursement target is underachieved as the sub-granting of CIF started in last quarter of year two. The loan discernment will rate will increase in year three.

**IGG:** 1,288 (55%) against the target of 2,360 poorest households got income generating grants from their VOs. A total of Rs. 60,8486 million (58%) have been sub-granted to VOs, LSOs and COs.

**CPI:** 555 CPIs (229%) CPIs have been identified by RSPs, technical, financial and environmental feasibilities of 110 (67%) infrastructure schemes developed, and 102 (82% of the feasible schemes) approved by Joint District Development Committees and 70 (56%) CPI against the target of 125 have been initiated and only one CPI has been completed. After completion of these schemes, a total 34,903 poor (16,953 women and 17,950 men) will be benefitting from the initiated CPIs.

The **CIF, IGG, and CPI** are sub-granting to community institutions. As a requirement of the Programme, the community institution can only get sub-grants once these institutions are registered with Government of Balochistan and have institutional bank accounts. The reason for the under achievement is the delays in registration and bank account opening of CIs which is a challenge due to slow process by Social Welfare Department and stringent State Bank Policies. The reasons for underachievement against CIF, IGGs and CPIs targets were due to administrative delays on part of Social Welfare Departments (SWD) in the registering Community Institutions (CIs), bank account opening stringent State Bank policies and subsequent delays in sub-granting to CIs. The efforts by RSPs to address these challenges are explained above that resulted in a good progress in addressing these issues as the SWD has reduced the registration fee for CIs and assured expediting the process for registration of CIs.

**Joint District Development Committees (JDDCs):** JDDCs in all Programme districts have been notified by the Deputy Commissioners (DCs) and meetings of the JDDCs are regularly held which help three-tier community institutions attain their objectives more effectively with the support of and in collaboration with the elected representatives and local authorities as these committees provide a forum for interaction between government officials at the local level and the community representatives (office bearers of the COs/VOs/LSOs) to interact with each other, share development plans, avoid duplications and finalise them according to the local needs. The JDDCs are notified by DCs because DC is head of all administrative departments at the district level and the experience shows that there is more ownership by all government departments if notifications are made by DCs. JDDCs are multi-stakeholders' forums and include members from all Government

lines departments, local elected bodies, LSO representatives, and representatives from civil society organisations/NGOs working in the district. A JDDC is forum for the coordination of development interventions in a district, thus provides a platform to community institutions, civil society organisations and Government officials to interact with each other contributes to improved local governance in the district.

#### **Persons With Special Needs (PWSNs)**

During the reporting year, BRSP conducted a disability survey with 4,400 Persons with Special Needs (PWSNs) which were initially identified through PSC census in the targeted districts. Based on the survey result, list of assistive devices was formulated consisting of 650 active wheel chairs, 250 tricycles, 200 crutches, 800 hearing devices, 500 Prosthesis and 1000 Orthosis support. The procurement process for assistive devices has been completed. The PWSNs will be supported with required devices at district level in the subsequent year. In addition, Chal Foundation, a local NGO has already provided Orthotic support to 223 PWSNs identified in district Pishin.

#### **A-1.3. Development of Manual for Poverty Score Card (PSC) Survey to be Implemented by BRSP and NRSP**

Development of manual for Poverty Score Card (PSC) survey and implementation of PSC census were completed in year one. However, 19,833 households that could not be surveyed during year one due to migration, refusal and security reasons were covered during the process of social mobilisation and capacity building interventions in the reporting period. The updated status of PSC census indicates that 333,280 (79%), against the target of 421,019, households have been collected in the BRACE Programme Districts.

The achievements against the target are low due to following reasons;

- In five Union Councils in district Kech, including Badai, Baloor, Bonap, Jath and Kochag, the PSC census was not carried out due to security reasons. However, in August 2019, two more UCs (Baloor and Jath) have become accessible for PSC survey and survey is underway in these two UCs.
- While conducting the poverty scorecard census in Kech district, it has been observed that the number of households and population was less than the projected 1998 census as population migrated from rural UCs to Turbat city (the district headquarter) and its surrounding UCs due to insurgency and a 10 year-long draught. The surrounding UCs of Turbat city have now been merged into Municipal Committee/Municipal Corporation, but the condition of these UCs are the same as rural UCs. NRSP has requested EU for inclusion of the areas where rural population immigrated in to the Programme areas and is awaiting EU's approval.
- BRSP will undertake the PSC census in the remaining areas as the Programme outreach expands to far-flung area of the districts.

PSC Analysis shows that 55.3% of the total households in the target districts falls under the category of poor households i.e. they are lying within the poverty band of (0-23), whereas the percentage of non-poor households is 44.7% of the total target households in districts. Further analysis shows that 16.5% of the households are Ultra poor that falls in 0-11 PSC band, 21.7% are Vulnerable poor (12-18), 17.1% are Transitional poor (19-23), 29.6% are 44.7% are non-poor that falls in 51-100 PSC band.

The PSC analysis also shows that Washuk, followed by district Killa Abdullah, is the poorest district in the target nine districts as the percentage of Ultra poor is highest in the district, i.e. 68% of the households lies in 0-11 poverty score band and only 32% of the households are

non-poor (24-100) which is the lowest among the other nine districts. Among the nine target districts, Kech has the lowest percentage of poor households i.e., 41% of the households lies in 0-23 PSC band. Detailed findings of the PSC are available on the BRACE integrated dashboard <http://mis.rspn.org:8085/brace>.

Earlier, in year one of the Programme, BRSP and NRSP undertook a carpet PSC census in all targeted UCs of Programme districts to assess the existing poverty status at the household level and to focus the Programme interventions on the households falling in the lowest band of poverty. PSC is a tool for poverty targeting mainly developed to give practitioners a simple, effective and low-cost tool for identifying the poor for targeted programme interventions. The PSC census was supported by RSPN by developing a common PSC Manual, implemented by BRSP and NRSP so that a standard approach is adopted while undertaking the PSC census. This manual guided the BRACE Programme field teams of BRSP and NRSP in executing the PSC census in a consistent and effective manner. In year one, PSC data for 313,447, against the target of 421,019, households have been collected in the BRACE Programme Districts. Achievement against the target in year one was low because; a) in district Kech, out of total 41 UCs, 03 UCs were not selected for implementation of BRACE programme as a similar project by a civil society organisation was already underway there and would have been the duplication of effort b) 05 UCs were identified as conflicted UCs and were not included in the PSC; and some of the households migrated due to drought and conflicts in district Kech, c) PSC survey could not be initiated, in two districts Pishin and Killa Abdullah, on stipulated time due to enumerators dropout right from the outset that has affected the overall progress.

## **B- Support in ensuring standardisation in Monitoring, Evaluation and Reporting**

### **A-1.4. Development of Socio-Economic Baseline and Endline Approach and Methodology to measure and report on results, outcome and results indicators of the BRACE logframe**

Socio-Economic Baseline and End-line Approach and Methodology, that clearly sets out the description, methodology and other details regarding socioeconomic survey, have been developed in year one of the Programme and detailed progress has been reported in the First Interim Report (MoV-1). This document and regular support by RSPN Core and Programme team helped BRSP and NRSP in effective implementation of the surveys. On the basis of survey findings, the baseline values for various defined activities and indicators in the Programme Logframes of RSPN, BRSP and NRSP have been updated.

Details on the implementation of baseline survey are given in activity A-1.5.

### **A-1.5 Assist BRSP & NRSP in carrying out the Baseline and End-line Surveys**

Building on the first year's progress, BRSP and NRSP have completed the baseline survey in year two of the Programme. RSPN has provided regular support and backstopping to BRSP and NRSP in carrying out the baseline surveys since the start of this activity. During year two of the Programme, RSPN team reviewed baseline survey reports and held a series of meetings with the consultants and provided feedback and inputs in the survey reports. RSPN also provided technical inputs for the development of the android applications for conducting this survey.

The objective of the baseline survey was to set a baseline for a) to measure change in the income, sources of income, asset ownership, incidence, depth and severity of poverty and associated social characteristics of the poor (households) in the targeted programme districts, and b) to measure change in targeted poor households' access to and use of basic social and public services, such as access to water and sanitation, education, health, civil acts registration, etc. A total sample of 4,400 households from 22 UCs in eight districts was taken where 3,800 households were covered in 19 UCs of seven BRSP's districts while 600 households were surveyed in three UCs from one NRSP district. The survey covered several

variables, including demographic information, household income and poverty, availability, accessibility and use of public sector socio-economic services in order to analyse poverty. The Socioeconomic Status (SES) of the people were assessed by using poverty scorecard (PSC) measure using the score ranges of 0-23 (poor) and 24-100 (non-poor). Regarding survey methodology, two instruments for data collection were used; one is for the household survey to record household income and poverty and to identify availability, accessibility and use of social and economic services and the second one is for the developing village profile to collect the village level information on physical infrastructure and socio-economic services. Households' access and perception on satisfaction from health, education, agriculture & livestock, legal, private sector, local government, provincial & federal governments, etc. related services and facilities captured in SES baseline survey. The overall targeted households' access to local, municipal and public services will be consolidated and assessed in Programme's evaluation phase.

Reports of the socioeconomic survey have been shared, some of the key findings of the survey are as follow;

According to the Socioeconomic survey findings, 90% of the respondents perceive that education, health care, electricity, water supply and employment are the top five areas which need immediate attention of the local authorities as well as BRACE Programme to prioritise in local developments plans. The Local authorities also need to devise the policies and strategies to address this alarming situation in the Programme districts. Overall, more than 94% of the sampled population falls below the poverty line as Head Count Ratio (HCR). Almost all the survey population in Washuk seems poor according to the head count calculations for the survey as the head count ratio comes to 99.8% in the district. Washuk is followed by Jhal Magsi district with 96% head count. The relatively minimum poverty has been observed in Killa Abdullah district i.e. 85%. Although the sample, according to the poverty score card, counts the poorest 64%, the head count ration used in baseline survey gives much higher results of poverty than poverty score card. Overall, more than 94% of the sampled population fall below the poverty line that is estimated at PKR 3500.

Access to basic facilities and services is limited, e.g. out of the 4400 households sampled, the largest percentage (nearly 33%) reported not having a toilet in the household, whilst roughly 24% reported using a dry pit latrine. A very small percentage of households (6.53%) reported having a flush which was connected to an open drain.

The major recurring risk factors for these households were loss of employment (78%), inflation (58%), disease (37%) and drought (36%) and these factors were also reported as possible causes for financial disaster.

Earlier in year one of the Programme, BRSP and NRSP hired consultants for carrying out the survey on the basis of the survey designed by RSPN and the University of Mannheim. Through competitive bidding process, BRSP and NRSP hired BTK Associates and Foresight consulting respectively to carry out the baseline survey. BRSP and NRSP have initiated socioeconomic baseline which completed in second quarter of year two. The main reason for the delay in baseline survey was that hiring of the firms for undertaking the survey took more than expected time. Moreover, sparsely stretched and inaccessible geographic locations, extreme weather and security situation also contributed in the delay of this activity. Though, the baseline survey was delayed by BRSP and NRSP, the data collection in the sampled Union Councils (UCs) was completed before start of the interventions in these UCs, thus the baseline values of the indicators have not been affected by the delay.

#### **A-1.6. Develop a Common Gender Sensitive M&E Framework and Report Mechanism on Key Performance Indicators (KPIs) for the BRACE Programme**

This activity has been completed in year one of the Programme and detailed processes have been reported in the First Interim Report (MoV-1). Assistance provided to BRSP & NRSP in operationalisation of the M&E framework, follow up support and findings by RSPN in the implementation of the framework are given below in activity A-1.7.

#### **A-1.7 Assist BRSP & NRSP in Operationalisation of the M&E framework and Ensure Regular Reporting on Common KPIs**

Building upon the second year's support provided to BRSP and NRSP in operationalisation of the M&E framework and to ensure regular reporting on common KPIs, RSPN core and BRACE Programme team provided regular technical backstopping in year two through regular field visits to communities, review meetings, progress tracking, process monitoring and through daily progress reports updated on the MIS dashboard. The M&E activities have focused on ensuring that the implementation of interventions is on track and is promoting quality and coherence in the Programme.

In year two of the Programme, regular visit by RSPN core and Programme team members have been undertaken to the field. During these visits, various components of the Programme have been monitored and support provided to field teams improving quality of the Programme implementation, including but not limited to: the implementation of social mobilisation activities i.e. formation of Community Organisations (COs), Village Organisations (VOs) and Local Support Organisations (LSOs); Community Management Skills Training (CMST), Community Awareness Toolkit (CAT) sessions; development of household level and village level development plans, Community Investment Fund (CIF), Income Generating Grants (IGG), Technical and Vocational Skills Training (TVST), and Community Physical Infrastructure (CPI). At the end of each visit, a debriefing session was organised with the field team in which findings of the visits and areas for improvements were shared. Field visit reports, documented as Notes for Record (NFR), contain the field observations and the required actions for the district teams and Programme Managers from BRSP and NRSP.

Key findings of field visits include;

- The Programme Manager BRACE RSPN'S component visited Killa Abdullah, Khuzdar, Loralai, Pishin and Killa Abdullah districts during the reporting year and found, in most of the cases, that the BRACE Programme interventions in these districts are being implemented in accordance with guidelines given in BRACE Programme Implementation Manual (PIM), and monitoring activities are being undertaken as per M&E Framework, including district level monitoring and monthly reporting of activities and verification of programme activities. It was found through records that the district M&E Officers are conducting regular field visits and undertake monitoring activities, including visits on a day-to-day basis to locations where programme activities are being implemented on the ground, verification of randomly selected activities, assessment and reporting on beneficiary selection process and coordination with local programme implementation teams for sharing areas of improvement. District M&E Officers are also preparing monthly M&E reports and sharing them with M&E Manager and Programme Manager BRACE at BRSP Head Office. On the basis of the monthly M&E report, BRSP Head Office is providing support for improvements in Programme activities. The record keeping by the community institutions were improved, as compared to the findings of previous year visits, especially, documentation of socioeconomic status of the village, proper documentation of the meeting minutes, decisions and follow ups actions. Moreover, district teams are regularly updating the district progress against key performance indicators and making

decisions accordingly. These improvements have helped them in accelerating the progress for year two. In district Loralai, there was a minor confusion among the team in filling in the Quality Assurance and Control Checklists which was discussed in detail and the confusion was resolved. *Field visit reports are enclosed as [MoV-17](#), [MoV-18](#) and [MoV-19](#).* Some of the challenges in Programme implementation and areas for improvement at district level with action points and timelines were shared with district teams and Team Leader BRACE BRSP and are also mentioned below;

- Given the cultural context of Balochistan, interacting with the women CIs members by male staff members has proven to be a challenge. All the M&E Officers are male and women beneficiaries do not engage with men who are not related to them; the monitoring process is visibly affected because of this, except for Jhal Magsi and some parts of Khuzdar. To tackle this challenge, BRSP's M&E officers have mobilised the women CRPs, who accompany them during field visits, to approach the women CIs members for interviews, surveys etc., though the record of the CIs checked by the M&E Officers. Despite the lack of interaction between the M&E Officers and some women beneficiaries, there is a very pro-active attitude by the communities towards involving women and members of other marginalised groups.
- The PSC data was available with some of the VOs, there is a need for further improvement in documentation, communication and presentation, especially to local authorities/local government, of PSC data of the village by VOs.
- The achievement against target of CRPs selection was very low due to 1) non-availability of criteria based CRPs in some areas, especially women CRPs, 2) scattered population and long distances 3) permission is not given by family members to females to become CRPs. The district team has planned to involve school teachers and staff from health department to address this issue.
- During his visit to Kech in December 2018, Specialist Monitoring and Evaluation and the Specialist Social Mobilisation at RSPN provided support in developing a revised social mobilisation plan to speed up work on the Key Performance Indicators in the 15 moderate risky union councils of Kech districts. As a result, NRSP team implemented the plan which contributed in attaining most of the targets for year two. Further, they provided monitoring action points where they found lack of operationalisation of M&E Framework and application of QACP Checklist by field teams. They emphasised on the regional management for the utility and usability of the quality assurance and quality control guidelines and tools. *Note for the record of the visit is enclosed as [MoV-15](#).*
- Following up on the revised plan and monitoring action points shared by the Specialist M&E at RSPN, Monitoring and Evaluation Officer BRACE at RSPN visited Kech, in February 2019, to assess progress of Programme's interventions with reference to revisions and recommendations. He found that there has been a very positive progress against the given social mobilisation targets in the revised social mobilisation strategy developed by NRSP with support of RSPN. He observed the field activities including process of VDP and MIP development, checked the district's KPI progress and attended JDDC meetings. Observations from the visit reveals that BRACE Programme activities were monitored, and their quality was guaranteed through the use and application of processes and checklists given in the Monitoring and Evaluation Framework, and Quality Assurance and Control Plan of the BRACE Programme. Details are given in NFR *enclosed as [MoV-16](#).*
- Monitoring and Evaluation Officer BRACE at RSPN visited Khuzdar and Pishin in December 2018 and found that overall, the Programme activities had been performed according to the standardised and uniformed approach in BRACE Programme PIM, M&E

Framework, and QACP checklists, however, due to some unavoidable reasons like tough terrain and because of the law and order situation, the pace of activities has remained slow. It was found that women's participation in the Programme has been ensured through separate activities for men and women members of the community organisations. Progress of Programme activities particularly on the female side remained very slow due to late completion of Poverty Scorecard Census in the district, late hiring of field staff, tough and vast terrain to access communities living in rural areas, and cultural barriers particularly with reference to women related activities. Hiring of female monitoring officers is recommended to monitor women related Programme activities as male staff is unable to engage with females due to cultural barriers. Euro to PKR exchange rate gain, due to devaluation of Rupee, can be used to budget these new positions. *NFRs from the visits are attached as [MoV- 22](#).*

- Programme Officer Gender and Development RSPN, during her visit to Pishin and Killa Abdullah districts found that women's mobilisation was at its infancy stage in February 2019. It was noted that against all the cultural barriers, BRSP has been able to mobilise women in their organisations. It was recommended to BRSP staff to ensure that the vision of the CIs should be clear at the onset of CIs. Keeping women's limited mobility and exposure in mind, it was also recommended the district staff should share stories of women LSO leaders and activists from other part of Balochistan and Pakistan with the CIs leaders in BRSP districts. Due to cultural barriers, women LSO executive committee members could not sit with male members of the committee, nor did they seem to be active. It was recommended to have segregated women's meetings for discussions and their recommendations to be included in the LSO plans. In these meetings women should also be briefed about male executive body members' meetings and their proceedings. The district teams are advised to ensure that the recommendations from women should be part of the LSO plans and meeting minutes. Although it would put an extra burden on the Social Organisers, it is crucial to have women's participation in the CIs and also in decision making at LSO level. *Note for the record of the visit is enclosed as [MoV-20](#).* Following the recommendation, BRSP is now ensuring the women members' recommendations are included in LSO development plans.
- RSPN's Specialist Social Mobilisation, participated in CMST training held in December 2018 in District Kech and in district Pishin in January, 2019 to see whether the field staff is able to deliver the training properly or not, and to assess the effectiveness of the module in transferring knowledge to the training participants and utility in changing the behaviour of community members. *Detailed NFR is attached as [MoV-21](#).* Some key findings from the visit are given below:
  - It was found that the trainers could easily deliver the sessions on the new module. The main reason being that in this module, each and every step of the training sessions was clearly articulated and all relevant training materials including pictures, illustrations, video etc. were readily available with them. Secondly, the module was interactive, hence, it kept the participants engaged. Thereby, compared to the previous module, participants were found to be taking interest in the training sessions. An assessment of learning indicated that the learning level of the maximum participants was above average for the new module. This proved that the delivery of the sessions by the trainees was satisfactory as compared to the old module.
  - Regarding the retention of learning and behavioural changes, the participants found the old module to be theoretical and hence it was not easy for the community members to understand. As a result, there was insignificant change in behaviour in trainees. However, the participants and trainers found the contents of the new module simple, practical and easy to learn for the illiterate and less literate participants.

Interestingly, they were equally catchy for the literate participants as well. The master trainers found the leaders of Community Organisations to be attentive and quite active throughout the sessions. It was also observed that the community leaders have already started to implement the learnings in their respective villages. Visible improvements were seen in the record keeping and savings of their COs and they also started self-help initiatives.

Earlier in year one of the Programme, a common Gender Sensitive M&E Framework and Report Mechanism on Key Performance Indicators (KPIs) for the BRACE Programme has been developed with the key objective of systematically generating, capturing and distributing knowledge through building up a unified monitoring and evaluation framework. RSPN and RSPs are employing the M&E framework in order to monitor progress, identify implementation issues and to ensure that M&E findings are utilised during programme implementation for informed decisions through the mechanism given in the M&E framework. Improvements may be proposed by any member of RSPN's BRACE Programme staff and implementing partner RSPs BRSP and NRSP staff through their Manager M&E preferably in writing to the Specialist M&E at RSPN. Before finalisation of the Framework, it has been reviewed by all the existing RSP Monitoring and Evaluation Resource Group (MERG) and members' feedback incorporated. MERG comprises of the head of M&E section of each RSP and is led by the M&E Specialist of RSPN. One of the main purposes of MERG is to promote standardisation of M&E approaches and practices among the RSPs. The M&E Framework will also help the Programme TA who will assist GoB in the development and implementation of a comprehensive and interconnected provincial and district level M&E framework for strategic decision-making and assessment of the impact pertaining to the community led development policy framework, designing periodic evaluation mechanisms with agreed indicators for relevance, efficiency, effectiveness, outcomes and impact, sustainability, quality and frequency of reporting and lessons learned, and build capacities for internal reporting and public accountability at provincial and local levels.

Gender has been incorporated as a cross-cutting theme throughout the M&E framework and provides guidelines and formats for collection, analysis and reporting of disaggregation data of beneficiaries on the basis of gender (inclusive of transgender), age, income group and disability, etc. essential to better serve girls, women, boys and men. Gender sensitisation and the significance of working with girls, women, boys and men for development has been mainstreamed in all training sessions and M&E related activities. NRSP, BRSP and RSPN have started adaptation of the framework in year one of the Programme and collect, analyse and report data as per the guidelines given in the framework on the basis of that produce KPIs reports is produced for dissemination to stakeholders.

In order to report on uniform and standardised programme implementation performance by BRSP and NRSP, a set of common Key Performance Indicators (KPIs) have been developed in year one of Programme in consultation with the implementing RSPs and are part of the M&E framework. The focus is on progress indicators that are common to both the implementing partner RSPs. These KPIs provide a picture of the progress of the BRSP and NRSP component on standardised format. Programme Implementation Manual (PIM) provides formats and checklists for collection of data against each of the KPI. Based on this, implementing RSPs have developed MIS for their respective programme components. The field team collects the data on the formats and checklists which is then fed into the system by district MIS associates. Subsequently, RSPN has developed an online web based MIS-Dashboard which displays progress against target on all KPIs. The overall Programme KPIs are being continuously tracked through the online MIS dashboard. This help to highlight, track progress and report on RSPs, district, Tehsil, UC wise as well as on consolidated KPIs of the Programme. The KPIs can be mapped by different geographic layers to show the overall,



district, tehsil or UC specific performance of the overall programme or any specific interventions. Currently Poverty Scorecard Census, Social Mobilisation, Technical and Vocational Education Training, Adult Literacy and Numeracy Skills, Community Management Skills Training and Leadership Management Skills Training are reported on the dashboard. The dashboard also helps in producing periodic and aperiodic KPIs reports for stakeholders, RSPs management and technical teams and for review meetings. In case of issues regarding KPIs, RSPN's technical support is sought by the implementing RSPs for course correction. Since the MIS and the dashboard report data in real-time it helps Programme team in day-to-day programme management and course correction and contributes to accelerating the work. Issues related to low performance against the targets are discussed with RSPs and the follow up actions are undertaken through progress review meetings and regular monitoring visits by the RSPN/RSPs M&E teams in the field. Additionally, this MIS allows to monitor how many households there are in each poverty band that are participating in multiple interventions. This, in turn, allows for the evaluation of the overall progress over the time and geographical spread. RSPN and implementing RSPs have prioritised Sustainable Development Goals (SDGs) in the Programme keeping in view the strategic importance of the BRACE Programme. Its all eight expected results are made fully aligned with the SDGs, providing a comprehensive long-term strategy for achieving inclusive growth and sustainable development not only in the programme districts but also in the whole province through the development of Balochistan local development policy aligned with SDGs. Moreover, RSPN has developed a set of key performance indicators related to CAT sessions. These key indicators are also directly linked with some of the SDG indicators. RSPs will start collecting data on SDGs indicators from year three as CAT sessions in communities started in the second year in all districts.

The overall component of development and operationalisation of the M&E framework in BRACE Programme is on track where the RSPN is assisting the BRACE implementing RSPs teams to follow a common and standardised M&E approach and processes that has contributed to guaranteeing quality, coherence and improvements in the implementation of BRACE Programme. Moreover, RSPN is also continuously providing the technical assistance on common guidelines and formats for the Programme implementing partners' M&E staff to measure BRACE Programme delivery, efficiency and impact and report it timely so that accountability to stakeholders is ensured and learning from the Programme is captured.

#### **A-1.8 Produce an Annual KPI report on the BRACE Programme**

*One KPIs report, against the Programme overall target of five produced*

In order to report on the overall BRACE Programme performance, a set of common Key Performance Indicators (KPIs) were developed in previous reporting period for the overall Programme in consultation with the BRSP and NRSP and were made part of the M&E framework. As mentioned above, a joint and integrated online dashboard has been developed by RSPN, which provides real time data and tracks the progress on these KPIs. Upon completion of the first year of the Programme in June 2018, RSPN published an annual report on the Key Performance Indicators (KPIs) for 2017-18. *The report is enclosed as MoV-11 and can be accessed at <http://www.rspn.org/wp-content/uploads/2018/10/KPI%20Indicators.pdf>.* Since it was first KPIs report of the Programme, in addition to reporting on the KPIs and achievements of the programme, it also includes the Programme introduction, Community Led Development Approaches of RSPs, key components of the Programme, the work of Programme partners, case studies, documented stories and lessons learnt from field and Communication and Visibility (C&V) of the Programme. The KPIs report helps in assessing and reporting the performance against the set indicators and targets. It helps in highlighting the pace of work and contributes to accelerating the work and accordingly strategising for coming years. The report has been printed and disseminated through digital and print mediums to all stakeholders, including, policy makers, donors, national and international

NGOs, UN agencies and Government of Balochistan Officials (Local Government and Rural Development Department, Planning and Development Department, Social Welfare Department, Women Development Department) at provincial and district level, particularly to advocate and highlight the work of BRACE Programme. The report also serves as a communication tool, as mentioned in BRACE C&V strategy, and highlight the achievements, lessons and successful development approaches drawn from the BRACE Programme. This report helps communicate Community Driven Development (CDD) approaches of RSPs among the key internal and external stakeholders of the Programme, as mentioned in the BRACE C&V Strategy, and helps advocate for the development of CDD based Local Development Policy Framework and related fiscal reforms for government of Balochistan; it will ultimately contribute in paving the way to a future Sector-wide Approach for support to rural development through community-led development for the Province of Balochistan. The second KPIs report has been drafted and will be published in the first quarter of year two. The development of second annual KPIs report is in progress and will published in second quarter of year three.

#### **A-1.9. Assist BRSP and NRSP in Developing a Joint and Integrated MIS/GIS System and follow-up support**

The integrated Management Information System (MIS) developed by BRSP and NRSP with the assistance of RSPN during year one of the BRACE Programme. During the reporting period, RSPN supported BRSP and NRSP in upgradation of the MIS by including the Key Performance Indicators (KPIs), defined in the M&E framework, with gender disaggregated data for community awareness toolkit training, community management skills training, leadership and management skills training, technical and vocational education and training, adult literacy and numeracy skills training, micro investment plans developed by households, village development plans and union council development plans, coordination and consolidation of the development plans at district level, community physical infrastructures, community investment fund and income generating grants. Since the data is gender disaggregated and poverty scorecard information has been linked with all other modules of the integrated MIS, the implementing partners and GoB are able to track information about coverage, inclusion, and targeting of poor households for the implementation of gender sensitive socio-economic interventions at the ground level. Additionally, this MIS allows to monitor how many households in each poverty band are participating in multiple interventions. This allows for the evaluation of the overall progress over time and geographical spread. The MIS has played a crucial role in tracking and reporting on the Key Performance Indicators of the Programme in the reporting period. The web-based real-time reporting MIS-Dashboard (details given in activities A-1.7 above and A-1.10 below), which has a real-time user interface, showing a graphical presentation of the progress of the KPIs, is available publicly for progress tracking, performance monitoring and decision making.

#### **A-1.10. Develop and Implement a Web-Based Real Time Reporting MIS-Dashboard and GIS Mapping to Track KPIs**

The Web-based real time reporting MIS-Dashboard <http://mis.rspn.org:8085/BRACE> developed in year one of the Programme and details process has been reported in the first Interim Report (MoV-1). During the reporting period, gender disaggregated Key Performance Indicators have been included for the activities that started in the reporting period. The dashboard reports real-time progress on poverty scorecard results, Social Mobilisation, capacity building interventions (CMST, LMST, TVET, ALNS), local development planning (MIPs, VDPs and UCDPs) and exposure visits. The dashboard also shows indicators related to geographic coverage of the Programme, band wise poverty analysis of households, demographic composition of households, data of persons with disabilities, education status,

households' source of drinking water, assets; including land and livestock owned, and households benefitting from BISP or any other Government interventions.

The dashboard is used by all implementing partners and key stakeholders including Government of Balochistan, especially Local Government and Rural Development Department, and the EU to regularly track the progress, monitor the performance of the programme and manage decisions. The overall Programme KPIs are being continuously tracked through the online MIS dashboard. This help highlight, track progress and report on RSPs, district, Tehsil, UC wise as well as on consolidated KPIs of the Programme. The KPIs show the overall and district, tehsil or UC specific performance of the overall programme or any specific interventions. The dashboard also helps in producing periodic and aperiodic KPIs reports for stakeholders, RSPs management and technical teams and for review meetings. In case of issues regarding KPIs, RSPN's technical support is sought by the implementing RSPs for course correction. Since the MIS and the dashboard report data is in real-time, it helps Programme team in day-to-day programme management and course correction and contributes to accelerating the work. Issues related to low performance against the targets are discussed and follow up actions are undertaken through progress review meetings and regular monitoring visits by the RSPN/RSPs M&E teams in the field. Additionally, this MIS allows to monitor how many households there are in each poverty band that are participating in multiple interventions. This will allow for the evaluation of the overall progress over time and geographical spread.

### **C- Capacity Building to ensure Quality Control in Programme Implementation**

#### **A-1.11. Develop Gender Sensitive Staff Training Guidelines/Module**

In year one of the Programme, RSPN has developed the gender sensitive staff training guidelines and modules for BRACE Programme partner RSPs including, gender sensitive guidelines and manual for the BRACE Programme implementation, community awareness tool kit, community management skills training, monitoring and evaluation and poverty scorecard. Detailed processes and progress have been reported in the First Interim Report ([MoV-1](#)).

In the reporting year of the Programme, RSPN developed the Gender Sensitisation and Mainstreaming training module (details given in activity A-2.4) to contribute that Programme staff are sensitised on gender issues and have the capacity to ensure Gender Mainstreaming in the Programme planning, implementation and monitoring. The overall objective of the training module is to sensitise Gender Focal Persons from BRSP and NRSP; BRACE Programme staff, including social organisers and training officers from BRACE districts, and the Government of Balochistan staff from Social Welfare Department, Women Development Department and Local Government and Rural Development Department on gender issues and to develop their capacity in mainstreaming gender in the Programme. The module contains sessions on the concept of gender, gender roles, gender disparity, sexual harassment, women's productive and reproductive roles, gender and development (case studies, gender analysis tools, gender analysis of BRACE Programme), the concept of gender mainstreaming and gender mainstreaming in BRACE Programme interventions. *The Gender Sensitisation and Mainstreaming module and guidelines are enclosed as [MoV 23](#).*

After finalisation of the Gender Sensitisation and Mainstreaming module in consultation with implementing RSPs, RSPN organised a four-day Gender Training of Trainers (ToT) in April 2019 for BRACE staff from BRSP, NRSP and government officials on the Gender Sensitisation and Mainstreaming. Details of the training and follow-up activities and subsequent assessments/outcome indications are given in activities A-2.4, A-2.5 and A-2.6.

**A-1.12. Orientation Training of BRSP, NRSP and GoB Key Staff on PIM**

The orientation training of BRSP, NRSP and GoB Key Staff on PIM was held in previous reporting period and detailed progress has been reported in the First Interim Report (MoV-1). In the reporting period, RSPN's Core and Programme team provided regular support to BRSP and NRSP for implementation of the Programme according to the processes outlined in the PIM. The support includes regular visits by Programme Manager, M&E Officer, Documentation and Reporting Officer, Communication Officer, Research Coordinator, Specialist Social Mobilisation, M&E Specialist and Programme Officer Gender & Development, periodic review of the Programme implementation and remote support to Programme implementation teams through email and telephonic correspondence. The findings of the field visits by Programme and Core team confirmed that the Programme Implementation Manual, quality control plans and M&E Framework developed by RSPN in the inception phase of the programme remained instrumental to standardising the implementation methodologies and process across the two RSPs. The capacity building of master trainers from BRSP and NRSP, and subsequent rollout trainings by the master trainers and follow up visits helped the field staff in effective implementation of the Programme. Details of support provided in rollout of the PIM training, follow up support in operationalisation of PIM provided to BRSP and NRSP, challenges faced in operationalisation and field visit findings are given in below in activity A-1.13.

**A-1.13. Assist BRSP & NRSP in Rollout of the PIM Trainings to all Relevant Staff Members**

Building on the assistance provided to BRSP and NRSP in rollout of the PIM trainings to the relevant staff members in year one (reported in the First Interim report), the RSPs continued the rollout trainings in year two. BRSP organised two training events and trained 39 Programme staff including 28 men and 11 women while NRSP trained 12 BRACE Programme staff on PIM during the reporting period. The overall achievement of the rollout of PIM training against the overall target for NRSP is 104% i.e. 28 staff members trained against the target of 27 while BRSP's achievement is 76% against the overall target, i.e. 151 staff members trained against the target of 202. BRSP will continue the rollout in the coming years as the Programme implementation will require staff in different phases as per Programme work plan.

The training resulted in the development of BRACE Programme global and annual work plans with an activity breakdown structure, design of Monitoring, Evaluation and Learning (MEAL) system with indicators plan, implementation strategy and, assignment and responsibilities of each staff. The participants were also given an orientation on EU Communication and Visibility guidelines. The social mobilisation teams, specifically Social Organisers, Senior Social Organisers, M&Es, CBOs, SPOs, district admin & Finance officers, Senior Programme Officers, Communication Officers, Coordinator Social Mobilisation and Capacity Building participated. These trainings enhanced the understanding of the staff on the Programme objectives, intervention logic, implementation strategy, Communication and Visibility guidelines, work plan and role/responsibilities of each team of staff in attaining the Programme targets. Ultimately it paced up the progress and covered most of the delays that occurred during year one of the Programme. The trainings were facilitated by BRSP and NRSP's Senior Managers and Senior Staff Members in their respective offices.

The RSPN's core team including Specialist Monitoring and Evaluation, and Specialist Social Mobilisation and Programme Officer Gender and Development, participated in the ongoing field activities. They participated in training sessions with leaders of Community Institutions, reviewed the implementation in the field, monitoring the process with the field team and provided feedback to RSPs management, BRACE field teams and the community institutions' and leaders. Similarly, the RSPN's BRACE Programme team members, including Programme Manager, M&E Officer, Communications Officer, Research Coordinator, Documentation and Reporting Officer have visited randomly selected intervention areas in all districts supported

RSPs in Programme implementation at field level and provided inputs and feedback on course corrections, where needed, during the implementation of the BRACE Programme. They observed, monitored and assisted the district teams in various components of the Programme implementation. The findings of these visits, with decision items and follow up actions, have been communicated to RSPs through sharing field visit reports and Note For the Record (NFRs) and communicated in Programme review meetings and in quarterly RSPN Board's BRACE Oversight Committee meetings. Details of the support provided during field visits to districts are given in activity A-1.2.

**A-1.14. Training of Key Staff of BRSP, NRSP on Socioeconomic Baseline and Endline Approaches and Methodologies & A-1.15. Training of Key M&E Staff of BRSP & NRSP on M&E framework and KPI Reporting Tools**

These activities have been completed in year the one of the Programme and have been reported in the First Interim report (MoV-1). Building on the support to BRSP and NRSP by RSPN in year one in undertaking the Socioeconomic baseline survey, BRSP and NRSP have completed the baseline survey in year two of the Programme. RSPN has provided regular support and backstopping to BRSP and NRSP in carrying out the baseline surveys since the start of this activity, including development of Baseline and End-line Survey Approaches and Methodologies, training of the BRSP and NRSP M&E teams, production of the sampling framework in collaboration with the university of Mannheim and technical input for the development of the android applications for conducting this survey. During year two of the Programme, RSPN team reviewed baseline survey reports and held series of meeting with the consultants and provided feedback and inputs in the survey reports. Detail of the baseline survey is given in activity A-1.5.

**Challenge:**

Households' access to and perception of satisfaction from, services and facilities related to health, education, agriculture and livestock, legal, private sector, local government, provincial and federal governments, etc. have been captured in SES baseline survey. The overall targeted households' access to local, municipal and public services will be consolidated and assessed in Programme's evaluation phase in 2022. However, it was challenging to set baseline for some of the impact level indicators (*e.g. % of population, segregated by gender, with improved access to basic social services in targeted areas*) as the indicator is too broad. In order to address this issue, support of the TA and EU's external monitoring team will be requested during development of nested logframe for the operational definition of the indicators.

Similarly, building upon the support provided to BRSP and NRSP in operationalisation of the M&E framework in second year of Programme and to ensure regular reporting on common KPIs, RSPN core and BRACE Programme team is providing regular technical backstopping through regular field visits to communities, review meetings, progress tracking, process monitoring and through daily progress report updates on the MIS dashboard. The M&E activities have focused on ensuring that the implementation of interventions is on track and promotes quality and coherence in the Programme.

In year two of the Programme, regular visits by RSPN core and Programme team members have been undertaken to the field. During these visits, various components of the Programme have been monitored and support provided to field teams improving quality of the Programme implementation, including but is not limited to: the implementation of social mobilisation activities i.e. formation of community organisations, village organisations and local support organisations, community management skills training, community awareness toolkit sessions, development of household level and village level development plans, community investment

fund, income generating grants, technical and vocational skills training, and community physical infrastructure. At end of each visit, a debriefing sessions has been organised with the field team in which findings of the visits and areas for further improvements have been shared. Field visit reports, documented as Notes for Record (NFR), contain the field observations for RSPs for the required actions. Activities related to the M&E Framework being undertaken by RSPs, findings from the field observation and follow up support given by RSPN are given in activity A-1.7 above.

#### **A-1.16. Training of Key Implementation and M&E Staff of BRSP, NRSP and Government Officials on Quality Control Plans and Checklists**

This activity has been completed in the first year and detailed progress has been reported in the First Interim Report (MoV-1). Brief description of the activity is also given below;

To ensure quality of the Programme interventions, RSPN has developed quality assurance and control plan (QACP) as well as relevant tools to be applied by BRSP and NRSP. Keeping this in view the importance of quality control, a two-day training was organised by RSPN on QACP and tools from 11<sup>th</sup> -12<sup>th</sup> April, 2018 at Quetta for key implementation and Monitoring & Evaluation staff of BRSP, NRSP and the TA as well as for GoB staff from Local Government and Rural Development Department and Social Welfare Department. The training participants lauded the training, stating that the training had increased their learning of the significance of quality assurance and quality control. At the end of the training, participants expressed that the comprehensive checklists developed for each activity/intervention and the implementation of the checklists will help BRSP and NRSP staff in ensuring quality at each step/process of activity/intervention being implemented, monitored and evaluated. During evaluation of the training, responses were gathered from training participants of the BRSP, NRSP and key GoB staff (30 in total), where the average responses ranged between a score of 3.29-4.76 (on a scale of 1 to 5; 1 lowest, 5 highest), showing that the response was quite positive. The participants said that the training was quite informative.

The QAC plan and tools are being used by the implementing RSPs staff and RSPN staff during BRACE implementation and quality control spot check visits. Follow up support, assistance to BRSP and NRSP in Implementation of the QACP and subsequent assessments/outcome indications are described in activities A-1.18.

#### **A-1.17. Develop Quality Assurance and Control Plan and Tools**

The quality assurance and control plans (QACP) have been developed, key implementation and Monitoring & Evaluation staff from BRSP, NRSP, the Human Dynamics as well as from the Local Government and Rural Development Department and Social Welfare Department have been trained in year one of the Programme and detailed progress has been reported in the First Interim Report (MoV-1). The QACP and tools include:

(a) Quality Control Indicator Matrix:

This matrix contains a breakup of key quality assurance and control indicators, derived from the PIM, that guided the development of the checklists and formats.

(b) Checklists:

Based on the Quality Control Indicator Matrix and PIM, checklists are developed that can be used in Programme implementation by the staff that is responsible for a particular task ranging from the RSP heads to the SMTs/SOs and leaders of the Community Institutions where applicable.

(c) Spot-Check Field Visits:

Field visits will be conducted by BRSP, NRSP and RSPN teams to assess whether a certain level of quality is being maintained in the field for implementation of various programme

activities. The checklists will be used for this purpose, and/or a Note for Record (NFR) will be circulated to all relevant BRACE Programme staff for promoting quality improvements.

(d) Capacity Building of Staff and Community Institutions:

Capacity building of staff and community institutions is an integral part of ensuring quality and for continued improvement in the BRACE Programme.

Follow up support, assistance to BRSP and NRSP in Implementation of the M&E Framework and QACP and subsequent assessments/outcome indications are described in activities A-1.7.

**A-1.18. Assist BRSP & NRSP in Implementation of the Quality Control and Assurance Plan with follow up visits throughout the Programme**

This is an ongoing activity. Building on the first year's support highlighted in the A-1.17 section of the report, RSPN has been providing technical assistance and facilitation to both BRSP and NRSP relevant programme staff through regular field visits, review meetings, events and consultation sessions, and emails and telephonic correspondences. The development of the common and standardised Programme implementation approaches, Quality Assurance and Control mechanisms and subsequent capacity building interventions by RSPN for BRSP and NRSP along with the follow up support has helped implementing RSPs conduct Programme activities in a more effective manner. RSPN core and programme teams observes during the implementation of second year of programme implementation and quality control spot check visits that the overall QACP implementation arrangements assures that the BRACE Programme activities are being completed in a timely and efficient manner. Meeting the acceptable benchmarks for completion of BRACE programme activities and deliverables are also ensuring that there has been conformance to processes outlined in the BRACE PIM in implementing and carrying them out. Subsequently, the noticed areas of improvement, the observations are being recorded in a NFRs and compiled by the BRACE management team to address in the course of implementation and shared with relevant RSPs/RSPN staff and also being discussed in team meetings.

**D- Exit Strategy**

**A-1.19. Prepare exit strategy for BRSP & NRSP component and follow-up support**

Draft of the exit strategy for BRSP & NRSP component of the Programme, that eventually will feed into the overall Programme Exit strategy developed by Programme TA, has been developed after detailed consultation with RSPs, the TA and Local Government and Rural Development Department, Government of Balochistan. The draft has been discussed in exit strategy consultative meeting held on June 28, 2019 at Islamabad. Participants of the meeting included Focal Person BRACE from Local Government and Rural Development Department, Government of Balochistan, Team Lead Programme TA, Chief Operating Officer RSPN, Program Manager, BRACE/NRSP, Senior Programmes Manager BRSP, Senior Programme Manager MER, NRSP and BRACE RSPN team. The exit strategy will now be revised with the assistance of Programme TA on the basis of recommendations (mentioned in indicator 1.8 in the expected result section of the report above) from the consultative meeting and will be finalised by October 2019. The finalised strategy will feed into the overall exit strategy of the Programme to be developed by the Programme TA. RSPN will Assist BRSP & NRSP in implementation of the exit strategy once finalised.

**A-1.20 Assist BRSP & NRSP in implementation of the exit strategy developed by the EU TA's support**

As narrated in activity A.1.19, RSPN will assist BRSP and NRSP in implementation of the exit strategy, once the strategy is finalised.

**ER-2: Gender inequalities reduced through ensuring implementation of the recommendations from the gender mainstreaming strategy to be developed by the EU TA with support from RSPN.**

The intended purpose and observations on the performance and the achievements of outputs, outcomes, and (indication of) impacts of the expected result two are described above in the **Outcome and Expected Result sections** of the report. This section explains process, progress and current status of the activities; and the challenges and problems that have arisen during the reporting period and how these challenges have been addressed.

**A-2.1. Assist the EU TA in Undertaking a Comprehensive Gender Analysis**

This activity has been completed in the first year and detailed progress has been reported in the First Interim Report ([MoV-1](#)).

During year two, RSPN on the basis of findings from gender analysis, developed gender sensitisation and mainstreaming training guidelines and manual and trained master trainers from BRSP, NRSP and district level LGRDD staff on the guidelines and manual. Details of the training are given in activity A-2.5. Moreover, RSPN reviewed and revised BRSP, NRSP and its own gender and HR policies in the light of the recommendations

Gender analysis undertaken by the TA consultant provides some good suggestions for mainstreaming gender at community level, which will contribute to RSPN's effort to support its Programmes through gender sensitive approaches. For example, in response to a suggestions of Gender Analysis for mainstreaming gender at community level, RSPN revised its Community Management Skills Trainings (CMSTs) manual in year one and Leadership Management Skills Trainings (LMST) in year two, on principles of adult-learning which now appropriate both for non-literate and literate community leaders, as the training uses interactive approaches and invites participants to reflect and analyse their current situation and develop a vision for the future. RSPN also discussed the recommendations from gender analysis and mainstreaming of the recommendations with the TA and in Gender Resource Group, and with RSPs, including discussion during Programme Operational Steering Committee meeting. During these discussions, it was decided that these recommendations will be mainstreamed in BRACE Programme once the GMS is developed which will help devise ways for the mainstreaming.

Earlier in year one, RSPN assisted Programme TA in undertaking a comprehensive gender analysis by sharing of knowledge, expertise and evidence gathered from extensive experience of RSPN's work on gender issues with RSPs, Community Institutions (CIs) and rural communities across the country. The draft report of the gender analysis has been reviewed by RSPN core team, BRACE Programme staff and RSPs Gender and M&E Resource Groups; the feedback has been shared with the Programme TA in a one to one meeting as well as in writing. The feedback helped the TA to prepare a more inclusive report and will ultimately lead to the formulation of a comprehensive Gender Mainstreaming Strategy particularly for BRACE Programme and implementing/partner RSPs. The following recommendations from the gender analysis report are decided to be addressed through Gender Mainstreaming (GMS) assignment to be undertaken by the TA in year three. However, the third recommendation, as explain above, is addressed by RSPN for CMST and LMST trainings.

1. The need for a survey/baseline that aims to measure gender relations as part of district profiles which would include gendered work divisions, time and activity allocation, access to resources and other qualitative factors that are not included in current surveys (poverty, health, education, efficacy of loans);



2. The need for a targeted gender mapping of all the districts be carried out with the purpose of identifying all existing gender-related government and donor projects in each district and for the planning of new projects that avoid duplication. This would require a collaborative forum where government and donors provide information and plan future projects in a more efficient manner, and,
3. At local government levels, women councillors face challenges which are directly related to their illiteracy. This is a severe handicap and training these councillors on local government system becomes a big challenge. New methods that impart political education for women, such as those developed by the Quetta-based Institute of Development of Studies and Practices (IDSP) should be included in BRACE training material for community development projects and HD TA is to reinforce conditions with local Government Authorities that support the empowerment of women in local government.

#### **A-2.2. Review of RSPN, BRSP and NRSP Organisational HR/Gender Policies**

Building on the first year's support and the recommendations from the gender analysis, RSPN Programme Officer, Gender and Development finalised review of the human resource and gender policies of RSPN, BRSP and NRSP. This process has been undertaken in consultation with RSPs gender focal persons and Human Resource departments. On the basis of the outcomes and recommendations of the review process, the Gender and HR policies of RSPN, NRSP and BRSP have been revised. The revised sections of these policies include, among others details, recommendations for recruitment, capacity building, resource allocation, knowledge generation and communications, grievance and adoption on anti-sexual harassment policy, maternity and paternity leave, discrimination, and equal opportunity for employment. The revised policies have been presented to RSPs Board of Directors, except BRSP gender policy, and have been approved by the respective Board of Directors. Revised Gender Policy of BRSP will be presented to BRSP's BoD for the approval in the upcoming meeting.

As a first step, RSPs Gender Resource Group (GRG), a group of Gender Focal Persons (GFPs) from all RSPs, was oriented about integration of gender aspects in the policies. The importance of gender sensitive recruitment, retention, performance management process, promotions, succession planning, training and development, resignations was highlighted during the orientation session. This was followed by review RSPN, BRSP and NRSP HR manuals and gender policies with gender focal points of the RSPs. RSPN assisted RSPs' GFPs in communicating the importance of the revision of the policies with their respective HR managers and Senior Management. This led to agreement on the proposed changes in policies which were then presented in the respective BoD meeting for approval.

On the basis of the revised HR and Gender policies of RSPs, women will now be encouraged to apply for non-traditional positions i.e. finance, informational technology, administration. All management committees at RSPs will have gender expertise and women representation. These committees include, among other, human resource planning, recruitment and selection, performance appraisal system, staff training, grievance and whistle blowing investigation committee. The women employees will now have equal opportunity for national/international trainings and exposure visits. Furthermore, NRSP will mobilise resources for projects to support gender specific activities such as legal aid for women, anti-sexual harassment interventions, livelihoods support for poor women, including women of minorities, single headed households, persons with special abilities and transgender and will ensure gender specific budget lines in all projects. NRSP will also enhance endeavours to increase percentage of women staff in management and senior professional positions and will involve

women in career planning, succession planning and in recruitment processes. All these efforts will ultimately contribute in enhanced understanding of RSPs' staff on the importance of gender mainstreaming for development which will ultimately contribute in reduced gender inequalities.

### **A-2.3. Gender ToT on Organisational HR/Gender Policies and Anti-Sexual Harassment Laws**

This activity has been completed in year one of the Programme and has been reported in the First Interim report ([MoV-1](#)).

During year two, RSPN assisted BRSP and NRSP through follow up support to ensure Programme implementation is gender sensitive and the staff follows gender policies and anti-sexual harassment laws of Pakistan. The support includes field visit to Programme districts, meetings with beneficiaries, sharing recommendations of the field visits with BRSP and NRSP management and regular remote support through email and telephonic correspondence. RSPs efforts in gender component of the Programme resulted in adoption of the "Protection against harassment of women at workplace, 2010" law by BRSP and NRSP and constituted committees for addressing harassment cases. Training of the Programme staff on gender and gender policies as part of eight-day Orientation Training Workshop (OTW), has been conducted by RSPs and they do regular follow ups on the implementation of the organisational gender policies. The trained staff is also sensitising the LSO executive body on anti-sexual harassment law and is providing support in the adoption and implementation of the law. RSPN's Core and Programme staff during field visits to communities during year two (details in activity A-1.2) also followed up on the gender aspects of implementation and their observations indicate that Programme implementation staff has been sensitised to anti-sexual harassment laws in Pakistan and understands the importance of gender aspect for the overall socioeconomic development to a large extent, especially in the context of Balochistan. This helps in gender sensitive implementation of the Programme in field. Moreover, BRACE monitoring data and progress on BRACE Key Performance Indicators (KPIs) at the end of Programme's second year show that 43% of CI members and 52% beneficiaries from Programme interventions are women, as are 97% of IGG, 100% of CIF, 100% of adult literacy and numeracy skills and 49% CPIs (improved access to public-good interventions) beneficiaries. However, given the social, cultural and political environment of Balochistan, reducing sustained gender inequalities is a challenging process and requires a sustained approach. The GMS strategy (to be developed by the TA) and its implementation will help in mainstreaming of gender in the context of Balochistan that will ultimately contribute in reduced gender inequalities which is one of the Programme's expected results.

Earlier, in year one of the Programme, RSPN organised a four-day Gender Training of Trainers (ToT) for BRSP, NRSP and government officials on the HR/gender policies and anti-sexual harassment laws in Pakistan. The training was held from 11<sup>th</sup> to 14<sup>th</sup> December 2017. The primary aim of the training was to train the master trainers from BRSP, NRSP and relevant government departments on RSPs HR and gender policies and anti-sexual harassment law in Pakistan titled "The protection of women against harassment at workplace Act 2010".

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

- Conceptual clarity of gender and gender related issues;
- Clear understanding of sexual harassment;
- Protection against Harassment of Women at the Workplace Act 2010; and
- Building competence on conducting inquiries of sexual harassment cases.

All the participants were of the view that the training programme fully covered the genuine issues such as gender issues, issue relating to sexual harassment, clarifying the myths and realities, comprehensive procedures given in the law for effective implementation and handling the cases of sexual harassment, which usually occur without any evidence and witness. The training raised their level of awareness and enhanced their knowledge on the training subject. *Report of the ToT on RSPs HR and Gender Policies and Anti-Sexual Harassment Laws in Pakistan*” was with the First Interim Report and can also be accessed through link <http://www.rspn.org/wp-content/uploads/2018/05/December-2017-BRDCEP-Training-of-Trainers-on-RSPs-Gender-and-HR-Policies-and-Anti-Sexual-Harassment-Laws-in-Pakistan-.pdf>. This training has been helpful in understanding what harassment and sexual harassment is and how it can be dealt with at a workplace.

#### **A-2.4. Implementation of Gender Mainstreaming Strategy and A-2.5. Gender ToT for BRSP & NRSP key Programme staff on gender mainstreaming and sensitisation actions in communities**

On the basis of recommendation from gender analysis, Gender Mainstreaming Strategy (GMS) was planned to be developed by the Programme TA. The development of GMS delayed due to various reasons, including visa and NOC issues for the Team Leader and Deputy Team Leader of the TA component and subsequent suspension. The GMS strategy is now planned to be developed by the TA in year three of the Programme.

To address this issue, RSPN during the reporting year, developed a Gender Sensitisation and Mainstreaming Manual and counselling cards and organised a four-day Gender Training of Trainers (ToT) in April 2019 on the Gender Sensitisation and Mainstreaming for BRSP, NRSP, provincial and district level Local Government, Social Welfare, Women Development Departments’ staff. 35 Master Trainers (25 from BRSP and 4 from NRSP and 6 from government departments, including, 15 women and 20 men) have been trained on the manual. The purpose of the ToT was to train the master trainers from BRSP, NRSP and above mentioned government staff at provincial and district levels who will further rollout the training to all other Programme implementation staff, community institutions and Local Support Organisations’ executive body members for mainstream gender in implementation of BRACE Programme. The ToT’s sessions included, among others, the concept of gender, gender inclusiveness, key gender concepts, skills and knowledge on gender planning, analysis, women’s access to and control over resources and opportunities in their communities and gender mainstreaming in the Programme interventions. These trainings will help address the gender mainstreaming needs of the staff, CRPs and community institution leaders in social mobilisation activities and other programme activities including TVET, CIF, IGG, CPI related interventions. At the end of the training, training evaluation is undertaken. The participants, that include Gender Focal Persons from BRSP and NRSP from each Programme district, were of the view that the ToT enhanced their knowledge on key gender concepts, clarified the myths and realities, gender based disparities, sexual harassment, addressing gender related issues such as discrimination based on gender and gender in development; overall it helped them mainstream gender in the Programme implementation. *Report of the ToT is enclosed as MoV-8.*

RSPs have started rollout of the training. During the reporting period, BRSP has sensitised 100 participants (36 women and 64 men) which is 18% achievements against the target. The

rollout trainings were attended by LSO members, CRPs, district staff of BRSP and Local Government. In the subsequent year, BRSP will continue the rollout of GMS training. Similarly, Master Trainers from NRSP further trained 27 Programme staff (7 women, 20 men), who trained 96 participants (52 men, 44 women) including office bearers of LSOs, Local government personnel and CRPs. These sessions had given an entry point to the Programme interventions and engaged women in the development stream. As a result, these events have enhanced the outreach and inclusion of marginalised groups like women.

As the rollout of the Gender Sensitisation and Mainstreaming training and subsequent implementation have recently started, the assessment of these activities will be done in subsequent years. Preparatory activities and plans for rollout have been prepared by the RSPs. RSPN will continue assisting the RSPs in rollout and implementation of the GMS guidelines in year three. The GMS to be developed by the TA is expected in year three of the Programme. RSPN will not only assist the TA in development of the strategy but will also support RSPs in the implementation of the GMS. However, as mentioned above, the field observations by RSPN core and Programme team indicate that Programme implementation staff is sensitised on gender and understands the importance of gender aspect for the overall socioeconomic development to a large extent, especially in the context of Balochistan that will help in gender sensitive implementation of the Programme in field. Given the social, cultural and political environment of Balochistan, reducing sustained gender inequalities is a challenging process and requires sustained approaches. The GMS strategy and its implementation will further help in mainstreaming of gender in the context of Balochistan that will ultimately contribute in reduced gender inequalities which is one of the Programme's expected results.

#### **A-2.6. Follow up visits:**

RSPN's Programme Officer, Gender and Development and BRACE staff conducted regular visits to the Programme districts to follow up on the gender aspects of the Programme implementation. In February 2019, Programme Officer, Gender and Development RSPN visited Pishin and Killa Abdullah districts to support BRSP district team in ensuring women's participation in Programme activities. She found that against all the cultural barriers, BRSP has been able to mobilise women in the districts who are now participating in Programme activities. She observed that due to cultural barriers, women LSO executive committee members could not sit with male members of the committee and nor did they seem to be active. This was a noticeable challenge. Therefore, it was recommended to have segregated women's meetings for discussions and their recommendations to be included in the LSO plans. In these meetings women should also be briefed on male executive body members' meetings and their proceedings. The district teams are advised to ensure that the recommendations from women should become a part of the LSO plans and meeting minutes. It is crucial to have women's participation in the CIs and also in decision making at LSO level. Following the recommendation, BRSP is now ensuring the women members recommendations in LSO development plans. In December 2018, RSPN's M&E Specialist visited district Kech and supported district staff in developing accelerated plan for Programme activities with focus on women participation. The Programme Manager BRACE RSPN's component visited Killa Abdullah, Khuzdar, Loralai, Pishin and Killa Abdullah districts during the reporting year to support the team in Programme implementation according to Programme Implementation Manual" with focus on the gender aspect of implementation. He found that district teams are regularly updating the district progress against key performance indicators with gender disaggregated data and make decisions accordingly. Specialist Social Mobilisation RSPN also participated in the CMST trainings held in December 2018 in District Kech and in district Pishin in January, 2019 to support field staff in delivering the training on revised CMST module as the previous module was not effective in terms of transferring the knowledge and

skills to the non-literate participants as majority of the women in Programme districts are non-literate. Support was provided by RSPN to BRSP and NRSP in developing gender sensitive implementation manual, M&E Framework, training guidelines, quality assurance and control tools and plan and training of master trainers on the modules and guidelines complemented by follow up support contributed in gender sensitive implementation of the Programme evident by the fact that 43% of CI members and 52% beneficiaries from Programme interventions are women.

RSPN will continue its support to RSPs in the implementation of the Gender Mainstreaming Strategy once it is developed by the Programme TA which is expected in year three of Programme.

Due to patriarchal cultural context of Balochistan, women's active participation and their representation in Programme activities has remained a challenge in BRSP's districts. In some districts of the Programme, women have fostered COs and VOs at settlement and village level; however, it was not easy for women to form exclusively women's LSOs or participate in meetings with men due to restricted mobility of women at the UC level. There are limited instances, in Jhal Magsi districts, where community members have formed mixed LSOs and women can participate in LSOs' monthly meetings, decision making, and planning as executive or/and general body members. The other UCs where women cannot even sit in the meetings with the men, only men's LSOs are formed. In this back drop, considering the cultural constraints BRSP has allocated two female Community Resource Persons per UC, who besides other duties, act as communication persons between the women VO and men LSOs. Each VO in the UC develops a VDP, that consists of activities that VO aims to achieve, for its village. Women's practical and strategic needs are identified by the women VO through their VDPs. Further, Union Council Development Plan (UCDP) includes development initiatives at the UC level, as decided by the LSO and its member VO in their VDPs. The respective women CRPs of the UC present the VDPs, developed by the women VO, in the LSO and women's needs and priorities are address accordingly. BRSP is also trying to encourage some progressive communities in the Programme areas to ensure participation of the women VO members in General Body and Executive Committee of LSOs. This will make precedence for other communities in future.

Furthermore, though restrictions on formation of separate community institutions for women have been reduced due to the religious leaders of the area, there is still a strong opposition on women membership for the mixed organisations. It is expected that when the benefits of women COs and VO are materialised and acknowledged widely by the local community, the demands for providing women direct membership in the LSO will raise in communities. For the time being, women's development needs are included in the Union Council Development Plan by ensuring inclusion of Village Development Plans (VDPs) developed in consultation with women VO.

On the other hand, in the NRSP's district, Kech, community members have fostered 21 LSOs out of which one LSO is women based only and the remaining 20 are mixed LSOs. Women have representation of 50% in the mixed LSOs. Also, women are presidents in 11 mixed LSOs in Kech. They actively participate in all Programme activities including social mobilisation and Programme interventions. At village level, women have separate VO, where they discuss and identify their needs and develop plans to address their issues through VDPs. As they have 50% representation in LSOs, they present their VDPs in LSO meetings and develop a consolidated UCDP. Hence, both RSPs ensures gender inclusive community driven development process and provides platforms for women to voice their opinions and needs in development plans.

**ER-3: Evidence based policy recommendations generated and disseminated to support the Local Development Policy Framework (LDPF) for Balochistan**

The intended purpose of and observations on the performance and the achievements of outputs, outcomes, and (indication of) impacts of the expected result are described above in the **Outcome and Expected Result sections** of the report. This section explains process, progress and current status of the activities; and the challenges and problems that have arisen during the reporting period and how these challenges have been addressed.

**A-3.0: Develop Action Research Conceptual Framework**

RSPN drafted BRACE research conceptual framework during inception phase of the Programme. The research framework is a guiding document over the Programme life and describes the purpose, objectives, types of research studies and activities, methodology for each research type, utilisation and dissemination of the research findings. On basis of inputs and feedback from TA, implementing RSPs, Research Advisory Committee members and GoB Focal Person for BRACE, the framework was finalised in year one of the Programme. However, later, the on the basis of feedback from the EU, RSPN revised the framework to ensure that the research demonstrates evidence for a wider policy debate not only for the Policy Framework but also for RSPs to strategically position themselves and their social mobilisation approach as a unique and unmatched model through generating impact evidence. The Research Framework was also presented and agreed upon in the first Research Advisory Committee (RAC) meeting held on June 28, 2019. *The meeting minutes are enclosed as [MoV-24](#)*. The final version of the Research Framework will now be shared first with EU for the final approval in September and then with all the other stakeholders once approved by EU.

Main studies and subsequent activities that the framework describe and to be implemented include;

- a) Participatory Action Research on i) Dynamics of household poverty and dynamics of inclusive development in Balochistan with a focus on women's empowerment and gender issues and ii) Nexus between community-lead development and local governance;
- b) Thematic and sectoral studies/assessments on Programme key interventions including technical and vocational skills training, community investment fund, income generating grants and internal community savings and lending, community institutions and community physical infrastructure.
- c) Dissemination of the findings, in coordination with the Programme BRSP, NRSP and the TA, through advocacy workshops, public policy debate forums, reports, publications, policy briefs, exchange and presentation of experiences at different platforms including LSOs conventions, RSPs strategic retreat meetings and conferences. The research findings will be used to promote evidence-based advocacy and learning with relevant stakeholders, policy makers and donors with specific aims to inform the design of the Balochistan community-led development framework and also to provide evidence to scale-up successful CDD approaches. *Action Research Conceptual Framework is attached as [MoV-2](#)*.

**A-3.1: Participatory Action Research (PAR)**

Building upon the preparatory work done by RSPN for PAR studies in year one of the Programme, RSPN through competitive process hired Momentum Ventures Pvt Ltd (MV), a consulting firm to undertake first two studies i.e. "Dynamics of household poverty in Balochistan" and "Dynamics of inclusive development with focus on women empowerment and gender issues". Keeping in view the nature of these two studies (as both of the studies are

longitudinal and areas of the studies overlap with each other), these two studies are clubbed into one study and re-named as “Dynamics of household poverty and inclusive development in Balochistan with focus on women empowerment and gender issues”. A series of consultative meetings were held between RSPN and MV teams in order to develop a common understanding and agree on the design of the research studies. Keeping in view the study objectives, Loralai, Khuzdar, and Kech districts are sampled for the study design. This district selection justifies the purpose-oriented basis for such a district selection, as these districts represent varying geography (northern, central and southern parts of the Balochistan province) as well as diverse ethnicity thereby representing dynamic culture, values and pattern of life. The regional diversity, climate, agriculture and overall external environmental factors of the three districts make them dynamic as well.

The study commenced in the last quarter of year two. The main purpose of the study is to provide and disseminate evidence-based findings around dynamics of poverty and inclusive development in the Balochistan province and prepare policy recommendations to inform the formulation of local development policy framework for Balochistan. Such a policy framework will be able to address the fundamental challenges of poverty alleviation through an increased participation and empowerment of women while introducing inclusive development intensive policy measures for the people and communities of Balochistan province.

The study is a three-wave longitudinal study and will be completed in year five of the Programme, however, at the end of each study wave, intermediary findings will be shared with the stakeholders for policy advocacy and Programme improvement. The study applies mixed method as both quantitative and qualitative methods are being used to collect data in 12 different villages of the sampled districts. Under quantitative method, poverty score card and socio economic survey, while under qualitative method consultative interviews, Focused Group Discussions (FGDs) and Life Histories (HIs) will be conducted during each wave of the study. In each district, 02 UCs are randomly selected. Similarly, two villages from each sampled UC, are selected for the study. Hence a total of four villages are selected from each district. Purposive and convenience basis are used for the selection of the UCs and villages. Randomisation principle is used to select the UCs and villages from the available list of UCs and villages. From each village, a sample of 18 households will be selected for inclusion in to the study while using LHI method along-with 30% of reserve sample in case of unavailability or unwillingness of the selected household for the interviews. The study design is finalised with the support of University of Mannheim. The study design was also presented in Research Advisory Committee meeting and members suggestions were incorporated in the design. The main suggestion was to include local researcher in the collection of data. *Inception report of the study, containing study design is attached as [MoV-3](#).*

Since the members of the RAC were onboard from the onset of research process, including their feedback in TORs finalisation and study design development, they were satisfied with the design of the study. However, they suggested to consult Balochistan University of Information Technology, Engineering and Management Sciences (BUIITEMS) and involve their students in the research process. It was also suggested to utilise Balochistan Rural Development Academy for the training of the researchers and enumerators. The consulting firm for undertaking the study have agreed to the suggestions and ensure during the study.

Earlier, as a response to request for proposal (RFP) for the first PAR study, 14 consulting firms showed their interest, however, keeping in view the competitive process for the technical and financial proposals, Momentum Ventures Pvt Ltd (MV) was selected for this study. RSPN has signed contract with MV on March 28, 2019 to conduct this study in Balochistan. The inception report submitted by MV was rigorously and technically reviewed by all the stakeholders including University of Mannheim. Because of the suspension, TA could not review the

inception report. However, TA lead Mr. Peter attended the RAC meeting scheduled on 28 June 2019 and was appreciated the inception report presented by the MV team. The training of researchers and data collection for the first wave of first longitudinal study will be started in the second week of July 2019. The second study “the nexus between community-led development and local governance is planned to be started in the third year of the Programme.

Finalisation of the ToRs for the studies was one of the main challenges that RSPN faced as there are number of diverse stakeholder of the Programme with different view. This challenge was address by a series of consultative meetings with the TA and EU that ultimately helped finalise the ToRs. Second challenge that RSPN experienced was the finding of a suitable consulting firm/university to undertake this study given the nature of specialised study in the context of Balochistan and the limited resources available with RSPN for the study. This challenge was addressed by wide dissemination of the study advertisement through reputable newspaper, RSPN website and social media, and signing of an MoU with the University of Mannheim by RSPN for supporting in research component of the Programme.

### **A-3.2 Thematic Sectoral Studies/Assessment**

The thematic and sectoral studies/assessments, planned for year two of the Programme have been moved to year three of the Programme due to the following reasons; These studies have been planned to be undertaken on Programme’s thematic areas, including technical and vocational skills training, community investment fund, income generating grants and internal community savings and lending, Community Institutions etc. In order to assess the impact of the intervention, each of the intervention needs to have a gestation period. Since the interventions were started in the second year of the Programme by implementing RSPs, the gestation period to assess the impact was not completed in year two of the Programme. Therefore, these studies were postponed till year three. However, necessary preparations for undertaking these thematic studies have been completed. These include consultative meetings with Programme implementing RSPs, the Programme TA and Officials of the Government of Balochistan. The aim of the consultative meetings was to discuss and brainstorm the topics for thematic and sectoral studies, to develop plans, and inform the key stakeholders about the degree to research interventions under BRACE Programme in the field.

At BRSP, the meetings were held with Team Leader BRACE BRSP, Senior Programmes Manager BRSP and Gender Focal Person BRSP. While at Government level, the meetings were held with Focal Person from Local Government and Rural Development Department, Secretary P&D, Chief of Section Foreign Aid, Secretary Women Development, Research Officer P&D and Governance Specialist, Governance and Policy Project. At RSPN, the Chief Operating Officer, research lead SUCCESS Programme and M&E Specialist have been consulted for the thematic studies’ topic selection and other necessary preparations. These consultative meetings resulted in the finalisation of the interventions to be assessed in following order, i.e. 1) Technical, and Vocational Educational Training (TVET), 2) Community Investment Fund (CIF) and Income Generating Grants (IGGs), 3) sustainability and continuity of community physical infrastructure and 4) the disability component of the Programme. The topics for the studies/assessment have been discussed and finalised with and finalised with the TA.

The approach, concept, and ToRs will be developed by RSPN for outsourcing the studies to research consultants/firms in the first quarter of third year. The ToRs for studies and findings of the studies will be shared with BRSP, NRSP, GoB, Human Dynamics and Research Advisory Committee for their review and feedback before finalisation. The findings of these will



inform the policy debate on more specific issues related to programme interventions under the BRACE Programme.

#### **A-3.3. Assistance to the EU TA in undertaking Research**

In year one of the Programme, the TA has conducted gender analysis, which was assisted by RSPN as mentioned in activity A-2.1. The TA has not started its research activities due to the challenges it faced in securing the work visa, NOCs for the Team Lead and the Deputy Team Lead and subsequent suspension of TA activities for almost two months. RSPN will assist the TA on the research studies and research related activities to be initiated onwards as the TA work plan includes study on Political Economy of Balochistan and the impact it will have on Programme implementation and the nature of the Programme interventions possible within the context of such a political economy

#### **A-3.4. Formation and Meetings of Research Advisory Committee (RAC)**

RSPN has established a Research Advisory Committee (RAC) in year one of the Programme, which aims to provide guidance and supervision to the research work being undertaken in BRACE Programme. RAC was notified by Local Government and Rural Development Department, Government of Balochistan on November 20, 2018. RAC members include Focal Persons from Government of Balochistan, the Programme TA, BRACE Programme Managers from BRSP, NRSP and RSPN, a renowned academic researcher from the Department of Anthropology, Quaid-i-Azam University, Islamabad. *TORs of the RAC are enclosed as MoV-4.* Methodology and TORs of the longitudinal study have been reviewed by the members and their feedback has been incorporated. During year two of the Programme, one meeting of RAC, against the target of two, was held in June 2019, in which research framework, and inception report on PAR study and consultation findings of the thematic studies were presented and discussed at length. As the selection of RAC members and the notification of RAC by Local Government and Rural Development Department, Government of Balochistan took more than expected time, RSPN was able to convene only one RAC meeting out of two. *Minutes of the meeting are attached as MoV-24.*

#### **A-3.5. Publication and Dissemination of Research Reports, Papers and Policy Briefs**

The Participatory Action Research Studies started in the reporting period and initial findings of the studies will be available from second quarter of year three. Similarly, the thematic assessments are planned to be undertaken from last quarter of the current year once the gestation period of the thematic interventions is completed. RSPN will publish and disseminate the research reports from third quarter of year three. Publication and dissemination of the research findings will not only result in Programme improvement but will also inform the policy debate.

#### **A-3.6. Dissemination of Research Findings in National and International Conferences/Workshops**

As stated above, the research products will be available from third quarter of year three and will be submitted for presentation at National and International Conferences/Workshops from year three of the Programme. Dissemination of research findings in national and international conferences/workshops will also inform the policy debate. The goal is to promote the Programme outcomes and results and share the impact with the development practitioners, donors, academics and policy makers.

#### **A-3.7. Annual BRACE Lesson Learning visits and Workshops**

To promote cross-learning and experience sharing regarding RSPs niche of promoting and implementing the social mobilisation approach to Community Driven Development (CDD) in Balochistan and involve all development stakeholders including people from political, administrative and social (socio-economic) pillars in the decision making and development

process, RSPN under BRACE Programme organised a two-day Lessons Learning and Experience Sharing Visit and Workshop, against the target of one visit, in districts Pishin and Quetta on 7<sup>th</sup> and 8<sup>th</sup> February 2019, with the facilitation from the BRSP. Day-one of the event started with a comprehensive and thought provoking first dialogue by Mr. Shoaib Sultan Khan, Chairman RSPN on the RSPs approach towards rural development and poverty reduction. The dialogue was held with the community members at Yousuf Kuch village, Rood Mulazai Union Council, at District Pishin. Other members of the annual lesson learning visit included Dr. Rashid Bajwa, CEO National Rural Support Programme (NRSP), Mr. Nadir Gul Barech, CEO BRSP, Mr. Khaleel Ahmed Tetlay, Chief Operating Officer RSPN and BRACE Programme team members from RSPN, BRSP and NRSP. This first face to face contact encouraged community members to narrate their stories and issues directly to the rural development seasoned practitioners and learn from their experiences. These interactions are a great platform for the sharing of case studies as an evidence of lived experiences and these could help the development experts learn from the field while devising the local development policies for Balochistan.

After the dialogue, the delegation under the leadership of Mr. Shoaib Sultan Khan held a productive meeting with the key stakeholders of district Pishin including Member of National Assembly of Pakistan (MNA), Members of Provincial Assembly of Balochistan (MPA), representatives of all the political parties, and officials of district administration including Deputy Commissioner and Additional Deputy Commissioner (Revenue). The aim of this joint meeting was to take all these stakeholders on board regarding the objectives of the of BRACE Programme in their district and nudge them to advocate and legislate on the formulation and implementation of Local Development Policy Framework for the province of Balochistan, adopt and scale-up RSP approach of social mobilisation and institutional development for the poverty reduction and better services delivery by forming and strengthening robust linkages amongst political, administrative and social pillars.

The field visit was followed by an experience sharing and learning workshop on February 08, 2019 at BRSP's head office in Quetta in which Chairman RSPN, CEOs of BRSP and NRSP, BRACE Programme staff from RSPN, BRSP and NRSP, Programme TA, Government Officials from Local Government and Rural Development (LGRD) Department, and members of the RSP fostered community institutions participated. The purpose of the workshop was to share experiences, learning and lessons that the participants learnt during the programme implementation and from the lessons learning field visit. The participants shared their learning and got to know about the success of RSP social mobilisation approach to CDD. Representatives from two Local Support Organisation (one from district Loralai and one from district Kech) made presentations on the work and achievements of the respective LSOs, including fostering linkages with local line departments. This helped the top tier senior management of RSPs to become more aware of the Programme implementation activities, communities' expectations and field staff experiences and therefore take informed decisions. It is learnt from experiences that organised communities are very effective in addressing disasters and emergencies in their areas and can further help, guide rescue recovery organisations to do their job in effective and efficient manner, e.g. LSO Mirani, Kech has done a tremendous job during the 2007 floods. They rescued affected population, formed aid committees, and distributed food and drinking water. They also surveyed and registered the flood affected population and shared data with humanitarian organisations. They also raised funds amounting to PKR 133,000 by self-help initiatives for the restoration of electricity in their areas. Community institutions are also very helpful in addressing social issues of their areas like early child marriages, honour killings, lack of education, diseases, law and order and security etc. e.g. Mushtarka LSO Loralai has been very active in distributing mosquito nets in 836 households after conducting Malaria awareness Behavior Change Communication (BCC) sessions in Loralai. They also provided a wheelchair, white stick and tricycles to differently

abled persons in their union council. *Report of the annual BRACE lessons learning visit and workshop is enclosed as [MoV-25](#) and NFR by Chairman RSPN is enclosed as [MOV-31](#)*

#### **A-3.8. Advocacy Workshops/Public Policy Debates with Government**

As stated above in activity A-3.8, the Participatory Action Research Studies started in the reporting period and initial findings of the studies will be available from second quarter of year three. Similarly, the thematic assessments are planned to be undertaken from last quarter of the current year once the gestation period of the thematic interventions is completed. Advocacy Workshops/Public Policy Debates with Government will start from third quarter of year three. The idea behind this activity to be undertaken in coming years, is to have high level visibility with political actors at various levels in order to support an extensive distribution of results. It will also enable sharing of lessons learned and relevant policy issues and thus will inform decision making and policy debate.

#### **A-3.9. Conventions of the Local Support Organisations (LSOs)**

In the reporting year, two national LSO conventions were held, against the target of one. The first LSO convention held on 12<sup>th</sup> September 2018 and the second convention was held on 29<sup>th</sup> June 2019 in Islamabad. Some of the key topics for the 2019 convention were; RSPs' approach to poverty graduation through, fostering community institutions, achieving the Sustainable Development Goals (SDGs) through LSOs, linkages created by LSOs for economic development of poor communities with government, land development and water conservation in partnership with the Government of Balochistan, experiences of men and women of community institutions working with the Government of KP, LSOs responding to draught and malnutrition in arid regions of Sindh. The convention was closed by remarks by Chairman RSPN and bidding farewell to His Excellency Mr. Jean-François Cautain, Ambassador of the European Union to Pakistan and Ms. Sonia Cautain. Similarly, in 2018 LSO Convention, the efforts and achievements of community institutions were shared with the policymakers, donor agencies, government representatives, international and national NGOs, media, and over 100 LSO representatives from all the provinces and regions of the country contributing to a diverse group of more than 300 participants. The notable participation included Dr. Ishrat Hussain (Advisor to the Prime Minister of Pakistan for Institutional Reforms and Austerity, Government of Pakistan), Mr. Milko Van Gool (Head of Cooperation, European Union in Pakistan), Dr. Atta ur Rehman (Balochistan Madrasa Education Council), and Mr. Shoaib Sultan Khan (Chairman, RSPN).

These conventions contributed to the Programme communication as the conventions highlighted the endeavours and best practices of LSOs in 35 years of promoting the CDD approach to social mobilisation in Pakistan and advocated for formulation of policies based on the Community Led Development approaches. Various LSOs were selected from all over the country to present their achievements. They reflected on their work, speaking on cross-cutting issues ranging from poverty reduction, formal and informal education, economic empowerment especially through enterprise and value-chain development, gender equality and working in challenging environments, promoting social accountability, civic rights and youth empowerment through vocational trainings. The panelists at the convention encouraged the LSOs and gave suggestions to build capacities of the community members. Furthermore, they emphasised the significance of political support to convert lessons into policies and policies into action to improve ground realities and promote sustainability and adaptive capacity to ensure alleviation, or at least reduction, in poverty at the households' level. *Reports of the LSO conventions are enclosed as [MoV-6](#) and [7](#) respectively*

### A-3.10. Regional Experience Sharing and Learning Visits

A 'Regional experience sharing and learning visit' for the BRACE Programme's key stakeholders, including Government of Balochistan Officials, was planned for cross learning and experience sharing. However, this visit has been rescheduled now for September/October 2019. Government of Balochistan officials could not spare time because of their busy schedules especially pre and post budget engagements before and after June.

However, necessary preparations for the visit have already been completed, including initial discussion with GoB officials, nominations from RSPs and GoB Officials for the visit and visit arrangements in Tajikistan with assistance from the Aga Khan Foundation/Mountain Societies Development Support Programme (AKF/MSDSP).

These regional visits will help promote cross-learning and experience sharing at regional level which will help in policy advocacy for the community led development policy framework for GoB as the elected representatives and Heads of Departments play a significant role in policy making, resource allocation, programme designing, programme planning and programme implementation for programmes that directly impact the lives of rural people. Both elected representatives and Heads of Departments can make significant contributions to the fostering strong citizen-state linkages through community institutions being fostered by RSPs in Balochistan, hence contributing to strengthening local governance and accountability at the grassroots level. Experiences and learning from the CDD approach AKF/MSDSP in Tajikistan of linkages fostered between the local authorities and community institutions will encourage Government of Balochistan representatives to support the development of such linkages in the province. It is important to note that all the Government of Balochistan official nominees are members of BRACE's Strategy and Policy Dialogue Committee (SPDC).

In year one of the Programme, a Regional Experience Sharing and Learning Visit was undertaken by RSPN in collaboration with the Aga Khan Foundation's Mountain Societies Development Support Programme (AKF/MSDSP) in the republic of Tajikistan. The members of the delegation included strategic stakeholders of the BRACE Programme, e.g. Minister for Planning and Development GoB, Minister for Local Government and Rural Development GoB, ex-Chief Minister and Member of Provincial Assembly, Additional Chief Secretary (Development), Secretary Finance, Secretary, Local Government and Rural Development Department GoB and RSP senior management. The purpose of the visit was to expose the delegation to the community driven development approach of AKF/MSDSP. During the field visits and in meeting with local authorities, the delegation learned about the structure of community institutions (Community Based Saving Groups (CBSGs), Village Organisations (VOs) and supra-VO Social Union for the Development of Village Organisations (SUDVO) fostered by AKF/MSDSP, and how these CIs support improvements in lives and livelihoods of their member households by fostering linkages with local authorities, AKF/MSDSP, other civil society organisations, private sector and through self-help activities. At Dushanbe, meetings were held with the European Union Delegation, AKF Tajikistan and Pakistan Embassy. Outcome of the field visits and meetings was reinforcement of the support of the delegation members to the CDD approach adopted by the BRACE Programme. Delegation members particularly appreciated the close and regular interaction between the CIs and local authorities. The Minister for Local Government and Rural Development said at the conclusion of the visit: "We have local bodies and social welfare offices in Balochistan but they cannot reach every household. Citizens should engage with them through their own organisations". The learning by key stakeholders from Balochistan during the visit helped to reinforce the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor and that this can only become sustainable with support of government with appropriate local development policy framework. *Report on Regional Cooperation visit was shared with First*

*Interim Report and can also be accessed through the following link <http://www.rspn.org/wp-content/uploads/2019/05/Tajikistan-Visit-Report.pdf>*

After the general elections held in July 2018, all these Ministers and Secretaries are changed and engagement with GoB at all levels will be a continuous process. To address this issue, Programme Manager/Team Leaders from RSPs and TA start engagement with the new Ministers and the Secretaries as soon as they assume their responsibilities. First, a courtesy visit is paid which is then followed by presentation on BRACE updates and plan in the next visit.

**ER-4: Technical and institutional capacity of BRSP & NRSP enhanced in mainstreaming, addressing and reporting on cross-cutting themes envisaged in the BRACE Programme**

The intended purpose of and observations on the performance and the achievements of outputs, outcomes, and (indication of) impacts of the expected result four are described above in the **Outcome and Expected Result sections** of the report. This section explains process, progress and current status of the activities; and the challenges and problems that have arisen during the reporting period and how these challenges have been addressed.

**A-4.1. Development of Community Awareness Toolkit (CAT)**

This activity has been completed in year one of the Programme; detailed progress is given below and was also reported in the First Interim report.

RSPN has prepared the CAT in consultation with RSPs and relevant government departments including officials from HIV and AIDs programme, Nutrition Cell, Maternal, New-born, and Child Health programme in year one of the Programme. The toolkit integrates the basic information on raising community members' awareness on cross cutting themes of the Programme that include nutrition, health and hygiene, family planning, HIV-AIDS, gender, human (particularly women's) rights, disaster risk reduction, climate change and environment, and natural resource management. The BRACE Programme CAT has 12 sessions and in each monthly meeting of COs the CRPs will deliver one session. A guiding booklet/manual for the field staff and CRPs have been developed on how to use and deliver session on CAT. While developing the CAT for BRACE, SUCCESS Programme CAT was reviewed and refined in the context of Balochistan and learnings from the Community Paralegal project of RSPN have been incorporated. The CAT has been developed to raise awareness about critical crosscutting issues and adds to and fosters mechanisms for accountability and civic oversight, creating agency and voice for the people, particularly women and excluded, so that they are able to become part of the development process and economic empowerment, to realise welfare and governance outcomes on the demand side. It will also contribute to scale up basic social services delivery and foster mechanisms for social-accountability on the supply side as CAT creates awareness and generates demands among communities regarding their rights for basic services as well as about duty bearers. *The Community Awareness Toolkit (CAT) and Manual was shared as annex with first interim report and is also available on the BRACE Programme Webpage <http://www.rspn.org/wp-content/uploads/2018/04/BRDCEP-Community-Awareness-Toolkit-Manual-for-Community-Resource-Person.pdf>*

Progress on the training of RSPs key staff as master trainers on use of CAT, regular technical support to BRSP and NRSP in rollout of the CAT training and assistance to RSPs in mainstreaming cross-cutting themes in Programme are described in progress of the activities given below.

#### **A-4.2. Develop Quality Control Checklists and Reporting on Key SDG Indicators**

This activity has been completed in year one of the Programme and detailed progress and progress is given in the following paragraph and was also reported in the First Interim report. Training of RSPs key staff as master trainers on use of CAT, regular technical support to BRSP and NRSP in rollout of CAT, mainstreaming cross-cutting themes in the Programme and the indicative outcomes of the activities are given in the progress of following activities, i.e. A-4.3, A-4.4 and A-4.5.

In year one of the Programme, RSPN developed a quality assurance checklist to monitor the quality of training delivered by RSP master trainers to the Social Organisers and Community Resource Persons (CRPs) and awareness sessions to be delivered by CRPs to the communities. RSPN in consultation with RSPs have developed a set of key performance indicators related to cross cutting themes of the programme (CAT sessions) that will be included as one of the core agenda of the community institutions is to report on these key indicators. These key indicators are directly linked with the relevant SDGs indicators. The RSPs field teams will work with community institutions to track progress report on these indicators. During the inception phase while developing the M&E framework, mechanism and process has been defined on consolidating the data from the field to district and programme level to report on SDG indicators. In addition, other indicators related to SGDs have been included during the development of CAT, PIM and M&E framework in consultation with the implementing RSPs. A list of key SDG indicators, relevant to CAT sessions has been prepared. BRSP and NRSP will start reporting on key SDG indicators from year three of the Programme as the CAT session started in year two of the Programme.

#### **A-4.3 Training of RSPs Key Staff as Master Trainers on Use of CAT**

This activity has been completed in year one of the Programme and detailed progress and progress is given in the following paragraph and was also reported in the First Interim report. Regular technical support to BRSP and NRSP rollout of CAT, mainstreaming cross-cutting themes in Programme and the indicative outcomes are given in the progress of following activities.

In order to orient and train the RSPs key staff on CAT, a five days “Training of Trainers (ToT) for RSPs BRACE Programme Staff and GOB staff on Community Awareness Toolkit (CAT)” was held in Quetta in year one of the Programme. This training was facilitated by the social sector staff of the RSPs. The implementing RSPs’ key staff dedicated for the BRACE Programme, including the social organisers, capacity building officers, and key staff of Programme and Monitoring and Evaluation of the RSPs attended this training. In addition, the key government officials from provincial departments i.e. Balochistan Rural Development Academy, Women Development Department and Social Welfare Department attended the ToT. This training focused on improving the technical knowledge of the participants about CAT sessions, training skills and process to conduct further training of Social Mobilisers to further train the CRPs, who are delivering CAT sessions to the organised communities and their leaders. Responses were sought from all training participants, including BRSP, NRSP and GoB representatives (24 in total), where the average responses ranged between a score of 3.31- 4.50 (on a scale of 1 to 5; 1 lowest, 5 highest), showing that the response was largely positive. About 47 percent of the participants indicated that they could implement the modules independently. While a collective 34 percent of the participants reported that they either understand the concepts imparted in the training or could implement the modules with some assistance. *The Report of the training was shared with the First Interim report and can also be accessed through <http://www.rspn.org/wp-content/uploads/2018/04/CAT-Training-report-Final.pdf>.* The master trainers from BRSP and NRSP started the rollout the training in their

districts by training Social Organisers, who are training CRPs on CAT. CRPs are delivering awareness sessions in COs meetings on monthly basis. Detail progress of the rollout training to Social Organisers, trainings for CRPs on CAT and subsequent sessions by the RSPs in communities on CAT session is given in the following activity.

#### **A-4.4. Regular technical support to BRSP and NRSP to roll out the CAT training programme**

With regular support from RSPN, BRSP and NRSP started the rollout of the ToT in Programme district in year one of the Programme and continued in year two. RSPN's support included participation and monitoring of the rollout training at district level and subsequent recommendations for further improvements in the training delivery and remote assistance through email and telephonic correspondence as and when needed. During the reporting period, BRSP and NRSP trained 78 (21 women and 57 men) Social Organisers and Capacity Building Officers on CAT against the target of 97 which is 80 percent achievements against the target for year one and two. Further break down shows the BRSP trained 54 (11 women and 43 men) Programme staff on CAT against the target of 79 which is which is 68% achievement against the annual target and 53% against the overall target. Similarly, NRSP trained 24 (10 women and 14 men) Social Organisers and Capacity Building Officers on CAT against the target of 18 which is 133% percentage achievement against the target for year one and two. The remaining programme staff will be trained in the subsequent years.

The trained Social Organisers and Capacity Building Officers from BRSP and NRSP have rolled out the CAT training with CRPs who, in turn, started sessions in monthly meetings of COs on thematic areas of CAT. During the reporting period, CRPs have conducted 692 CAT sessions in which 8,954 (4,841 women and 4,113 men) community members, against the target of 99,602 were sensitised (9% achievement). The underachievement is due to late start of the sessions in communities as training of the CRPs took more than expected time. secondly, dearth of literate men and women CRPs, vast geographic stretch limiting the mobility, sparsely spread population, high turnover of the existing CRPs and volatile security situation in some parts of the Programme areas caused the underachievement against targets. These challenges are being addressed by engaging the government officials, academia, civil society members and literate cadre of CRPs as potential trainers at districts' level. Remaining target will be met in year three of the Programme.

In BRSP districts, 574 sessions have been conducted by CRPs in which 7,109 including 3,089 women and 4,020 men CI members were sensitised on cross-cutting themes using CAT manual. Similarly, in NRSP district, 118 sessions have been conducted by CRPs in which 1,845 CI members, including 1,752 women and 93 men CI members were sensitised on cross-cutting themes using CAT manual. Immediate outcome of the activity is described in the following activity.

#### **A-4.5. Assist the Implementing Partners in Mainstreaming other Cross-Cutting Themes**

RSPN has been assisting BRSP and NRSP in mainstreaming cross-cutting themes given in CAT (e.g. education, health, nutrition, human rights, civic registration, HIV-AIDs, family planning, etc.) through development of CAT manual and quality assurance and control plans & checklists, capacity building of relevant staff from the RSPs (described in activities of ER 1, 2, 3 and 4), regular field visits and sharing subsequent recommendations from field visits and review meetings.

Development of CAT and related quality control checklists, training of RSPs key staff as master trainers on use of CAT, regular technical support to rollout the CAT training and assistance to BRSP and NRSP in mainstreaming cross-cutting themes in Programme implementation contributed in enhanced skill and knowledge of Programme staff and CRPs on cross cutting themes which, in turn, sensitised the community members on the importance of

mainstreaming cross-cutting themes in their local development plans. This is evident by the field visit findings by RSPN Core and Programme that community institutions not only developed implementation plan around cross-cutting themes as part of their village development plans but also undertook activities/campaigns for enrolment of out of school children in schools, supported district health department in vaccination, campaigned for latrine construction, supported community members in vital registration, including marriage and birth registration, development of CNIC cards, tree plantation in their respective UCs and construction of small scale projects through public private partnership. Though the data of the *crosscutting themes implementation plans* of all target villages are not yet consolidated by RSPs, RSPN staff during field visit in year two of the Programme found that seven out of nine VOs visited are implementing the crosscutting implementation/action plans. The data on cross cutting themes are planned to be consolidated by RSPs in year three of the Programme.

Apart from support in mainstreaming cross-cutting themes given in CAT, RSPN has also continued assisting BRSP, NRSP and the TA in mainstreaming other cross cutting themes relevant to policy development and implementation, including capacity building throughout the Programme, assisting the TA in undertaking gender analysis, supporting TA in developing Gender Mainstreaming Strategy as explained in activity A-2.1, assisting BRSP and NRSP in poverty targeting tools under activity A-1.3, revising community management skills trainings and leadership management skills trainings manual using the principles of adult-learning to engage with community women and men to make it appropriate for both non-literate and literate community leaders. Moreover, RSPN will continue its support to RSPs in subsequent years, to ensure that community members are further sensitised, trained and capacitated on important themes and Programme cross-cutting issues including, but not limited to community management, leadership, development needs assessment and prioritisation, development planning and resource mobilisation along with cross-cutting themes incorporated in CAT toolkit.

**ER-5: Achievements, lessons and successful development approaches drawn from the BRACE Programme widely disseminated through developing and implementing harmonised Communication and Visibility Strategy and Plans**

The intended purpose of and observations on the performance and the achievements of outputs, outcomes, and (indication of) impacts of the expected result five are described above in the **Outcome and Expected Result sections** of the report. This section explains process, progress and current status of the activities; and the challenges and problems that have arisen during the reporting period and how these challenges have been addressed.

**A-5.1. Assist EU TA to Develop a Global Communication and Visibility Plan for BRACE Programme**

Building on the support provided to the Programme TA for the Global Communication and Visibility (C&V) strategy and on the basis of feedback from EU communications team, RSPN continued supporting the TA in the finalisation of the BRACE C&V Strategy in year two. EU's rules given in the *C&V in EU-financed External Actions Manual* were followed in the development of the Strategy to ensure that any communication on EU-funded external actions is consistent with the European Union's values and political priorities and with other EU-related communication activities and events. The development of the C&V Strategy was guided by the five *Guiding Principles* i.e. to inform, to empower, to mobilise, to be held accountable, and to innovate. Government of Balochistan was on board during C&V strategy development process. During the reporting period, RSPN supported the TA in stakeholders' mapping and analysis exercise held at HD/TA Office Quetta on 20th July 2018 in which GoB Focal Person for BRACE also participated along with BRACE Programme Managers from BRACE partners. The mapping and analysis exercise was followed by qualitative data collection and analysis to



know the perception of target communities and key GoB stakeholders about EU funded BCDP/BRACE Programme. Data was collected using a semi-structure questionnaire and the respondents included BRACE Programme districts staff, three Provincial Secretaries, (Local Government and Rural Development Department, Social Welfare Department, and Women Development and Department), DG Local Government Board and Focal Person for BRACE Programme. Findings of the stakeholders' mapping and analysis exercise and perception of communities about EU funded BCDP/BRACE Programme were shared in a two-day C&V workshop held in August 2018 at Islamabad. The purpose of the workshop was to agree on the communication needs of the Programme, set SMART objectives of C&V strategy and put together the learning for the finalisation of the C&V strategy using a consultative process. This workshop was attended by the Senior Officials of the Government of Balochistan; including the Secretary Local Government and Rural Development Department (LGRDD), the Secretary Information, Chief of the Section (foreign Aid), Focal Person BRACE GoB and Senior Programme staff and management of the RSPN, BRSP, NRSP, TA and EU. The participants included not only the Programme communication staff but also the other implementation staff to ensure that the Programme's needs are supported by the Communication Strategy. After the workshop, a communication strategy was drafted in the period December 2018 to February 2019, by the three RSPs and the TA component, under the guidance of the EU PARTICIP C&V team. This draft was discussed with the Secretary LGRDD and the BRACE Focal Person LGRDD Government of Balochistan by HD TA staff. In January 2019 internal C&V meetings held at RSPN, NRSP and BRSP Offices resulted in a final version of the C&V Strategy Document. The strategy has been shared with EU for approval in May 2019. RSPN, BRSP, NRSP and the TA Programme communication plans and activities are guided by the draft C&V strategy.

Details of Communication and Visibility related activities under taken in year two and immediate outcomes of the activities are explained in result indicator 5.2. *The Global Communication and Visibility (C&V) strategy and C&V Plans for BRSP and NRSP are enclosed as MoV-9.*

#### **A-5.2. Development of a Communication and Visibility Plan for RSPN, BRSP and NRSP Programme Component**

Following the guidelines and principles of the Global C&V Strategy and building on year one efforts and feedback from EU C&V team RSPN, in consultation with BRSP and NRSP, developed Communication and Visibility plans for all the three grant components of BRACE Programme. The C&V plans set yearly and overall targets for the C&V related activities, define and describe each of the communication activities, specify tools and channels of the C&V activities and set expected result for each activity. Following the C&V strategy and C&V plans the implementing partners ensured standardised communication and visibility of the Programme. Communication part of the C&V strategy mainly focuses on how the Programme will highlight and disseminate achievements and key lessons to policy makers, donors, other development stakeholders, nationally and internationally, to promote, scale-up and replication of successful development approaches. Activities, conducted in the reporting period, that contributed in the Communication part of the strategy include; national LSO conventions, BRACE experience sharing and learning visit and workshop, publication of annual key performance indicator report, bi-annual newsletters, news articles and blogs, BRACE webpage on RSPN website, Programme's video documentary, media coverage, Facebook posts, formal and informal meetings with policy makers and GoB officials. Details of these activities are in respective sections of the report. Visibility part of the C&V plan includes activities which ensure the acknowledgement of the European Union support in all internal and external Programme-related communication and documentation and EU visibility in all Programme related materials and activities.

As reported in the previous Interim Report, development of BRACE Programme website was reflected both in RSPN and Programme TA component. In a meeting with the secretary LG&RDD held on March 19, 2018 and in implementing partners workshop, held on January 15, 2018, it was decided that there should be one website for BRACE Programme, to be developed by Programme TA and be hosted by LG&RDD with ownership of all the BRACE Programme implementers (RSPN, BRSP, NRSP and the programme TA). TA has initiated the preparatory activities for the development of the website. RSPN has a dedicated a page for BRACE Programme on its website. It contains all the important information about BRACE Programme in different sections as image/video gallery, publications, districts profiles, research articles, field visits and media visits. Programme Communication and Visibility related activities undertaken by RSPN during year two include:

- a) **LSO Conventions:** Annual conventions of the LSOs are very important events to bring diverse members of LSOs and development practitioner along with donors, policy makers, government and civil society representatives under one platform and encourage mutual and cross learning and advocate for development policies. In year two RSPs were able to attract the attention of the media, government and development agencies twice by organising two national events of the LSOs. Some of the key topics deliberated, RSPs' approach to poverty graduation through fostering community institutions, achieving the Sustainable Development Goals (SDGs) through LSOs, importance of linkages of LSOs with local authorities/local governments for economic development of poor communities, land development and water conservation in partnership with the Government of Balochistan, experiences of men and women community institutions working with Government of Khyber Pakhtunkhwa, LSOs responses to draught and malnutrition in arid regions of Sindh. The conventions highlighted the endeavours and best practices of LSOs in 35 years of promoting the CDD approach to social mobilisation in Pakistan. The LSOs reflected on their work on cross-cutting issues ranging from poverty reduction, formal and informal education, economic empowerment especially through enterprise and value-chain development, gender equality and working in challenging environments, promoting civic rights and youth empowerment through vocational trainings. Further details on the LSO conventions are given in activity A-3.5. As an important advocacy event, the LSO convention helps in facilitating a dialogue among different stakeholders including policy makers, donors, programme practitioners and researchers working on CDD programmes in Pakistan; identifying successful approaches and challenges faced to mainstream and scale up CDD; increasing the visibility of the EU's support to RSPs' work on CDD and exchange lessons/knowledge with a broader group of stakeholders.
- b) **BRACE Facebook:** RSPN has created BRACE Facebook page (<https://www.facebook.com/BRACEProgramme/>) in year one of the Programme with rights to all partners to post on. The main objective of creating the social media page is to showcase BRACE and communicate its ongoing field activities with a wider range of audience including influencers, project team, government, target groups, beneficiaries, general public and the media. Since June 2018 to June 2019, a total of 209 BRACE posts (64 by RSPN, 125 by BRSP, and 20 by NRSP) have been posted on Facebook; EU has been tagged in all posts. During year two of the Programme, the social media page of the BRACE Programme witnessed a tremendous increase of 46% in its organic likes. The average reach of BRACE Programme's Facebook posts has been 1146 and the average engagement rate for the Facebook posts has been 13% which is considered excellent according to Facebook analytics.
- c) **BRACE RSPN-Webpage:** RSPN has a dedicated page for BRACE Programme on its website. It contains all the important information about BRACE Programme in different sections as image/video gallery, publications, districts profiles, research articles, field

visits and media visits. RSPN has also supported BRSP in developing a dedicated webpage for BRACE on BRSP's website. <http://www.rspn.org/index.php/current-projects/eu-rspn-balochistan-rural-development-and-community-empowerment-programme-brace/>

- d) **European Union's and Programme Visibility:** EU's support is acknowledged in all communication with the stakeholders including, policy makers, national, provincial and local governments, UN agencies, local, national and international NGOs. All internal and external Programme-related communication and documentation e.g. brochures, publications, training material, presentations, reports, letters, attendance sheets, minutes of the meetings, advertisement etc. display the EU logo. Similarly, the publications including, KPIs report, Newsletters, manuals and reports contains the EU disclaimer and also mentions the financial support of European Union for the BRACE Programme. Moreover, in all the posts of BRACE Programme Facebook page, hashtag of #EUinPakistan is being used.
- e) **Promotional Material:** RSPN published banners and standees of the BRACE Programme for different workshops, trainings, LSO conventions, RSPs annual strategy retreat and other things. The banners and standees helped ensure the viability of the European Union at all relevant forums.
- f) **BRACE events-media coverage:** During the reporting period, RSPN engaged national and local media for the coverage of BRACE experience sharing and learning visit and workshop (details given in activity A-3.7) and closing ceremony of ToT on gender sensitisation and mainstreaming. These events were covered by 17 newspapers and four national and regional TV channels, including, Samma, Dawn, Dunya, Khyber and WUSH News. Besides that, RSPN also capacitated BRSP local team in developing the press releases and guided them on how to coordinate with media. This action helped in dissemination of press releases in 85 newspapers during the reporting period. Links of some of the newspaper coverage are following.
1. <https://tribune.com.pk/story/1930225/6-reforms-education-sector-rural-balochistan/>
  2. <http://thebalochistanpoint.com/organized-communities-play-an-effective-role-in-poverty-reduction-say-chairman-rspn-brsp/>
  3. <https://www.bexpress.com.pk/2019/02/organised-communities-can-better-fight-with-household-poverty-shoaib-sultan/>

Moreover, a number of article have been published in Daily Express Tribune and on the websites, including website of London School of Economics and Political Science South Asia Centre. *Articles are enclosed as MoV-29 and can also be accessed through the given links to some of the articles and blogs are given below;*

1. <http://thebalochistanpoint.com/adult-literacy-rate-in-balochistan-male-38-female-13/>
  2. <https://tribune.com.pk/story/1907696/1-grass-roots-organisation-key-tackling-household-poverty/>
  3. <https://morning.pk/story/39041>
  4. <https://blogs.lse.ac.uk/internationaldevelopment/2018/12/07/village-development-plan-vdp-a-rural-manifesto-partnership-for-sustainable-development>
  5. <https://blogs.lse.ac.uk/internationaldevelopment/2019/01/24/technical-and-vocational-education-and-trainings-the-linchpin-of-economic-development-for-young-people/?fbclid=IwAR2up6R6B9aUDc5LN8TbH13CubTikVObUsJp5jFAuChOYyIDY70c1cC-SU>
- g) **Videos:** RSPN BRACE Communication team visited four Programme districts (Loralai, Zhob, Khuzdar and Jhal Magsi) and collected 16 videos of the identified

beneficiaries for the case studies around the themes of social mobilisation, livelihood, community physical infrastructures and women community institutions. The main objective of collecting these videos was to help out EU's communication consultant in recording video case studies. Out of 16 video case studies, one video case study was published on social media and the rest of the raw footage is being edited to be released in year three. RSPN will also support EU PARTICIP team (the EU consultants) in recording of the identified case studies in above mentioned four districts. BRACE Communication Officer will be accompanying the EU PARTICIP team in field and will record the interviews of the identified beneficiaries, LSO representatives, Government Officials and the communities.

- h) **BRACE Newsletter** developed and disseminated and details given in activity A-5.6.
- i) **Annual KPI report** developed and disseminated as explained in activity A-1.8.

All the above mentioned C&V material was developed in consultation with EU C&V consultants and was approved by the consultants.

### **A-5.3. BRACE Programme Launching Workshop**

This activity has been completed in year one of the Programme. Local Government and Rural Development Department (LGRDD), Government of Balochistan, in collaboration with BRSP, NRSP and RSPN organised BRACE Programme launching on November 10, 2017 in Quetta, the provincial capital of Balochistan to muster support and ownership and buy-in by key stakeholders in and outside the province, and to ensure that all stakeholders involved in the action are clear on their roles and responsibilities specially the EU, RSPs, RSPN, GoB, and other development stakeholders. Over 230 participants, including, the EU Ambassador to Pakistan, Provincial Ministers, parliamentarians, government officials, civil society representatives, RSP leaders and staff, community representatives and media representatives attended the launching ceremony. The workshop served the purpose of informing key stakeholders about the key interventions of the BRACE Programme to mobilise their support for future collaboration and contributed in the communication of Programme purpose and in reinforcing the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor. The Programme has the buy in of the government and is closely working with Programme partners on various policy level interventions. The GoB has notified LG&RDD as focal department for the Programme and has allocated office premises for the Programme TA in the civil secretariat just opposite the Secretary LG&RDD office. Details of the launching ceremony event are given under ER-3 result indicators. *Launching Ceremony Report has been shared with first interim report and can also be accessed from the given link: [http://www.rspn.org/wp-content/uploads/2018/02/Report\\_Provincial-Launching-Ceremony-BRDCEP-2017-1.pdf](http://www.rspn.org/wp-content/uploads/2018/02/Report_Provincial-Launching-Ceremony-BRDCEP-2017-1.pdf)*

### **A-5.4. Printing of Visibility Items**

Printing of visibility items has been planned twice during the Programme life cycle, i.e. in year one and in year three of the Programme. In the first year of BRACE Programme, RSPN has developed a number of communication and visibility items including, brochure, backdrops, standees, and certificates as per the requirement of Programme's activities. This has helped in promoting and showcasing the BRACE Programme and the important role of the European Union for improved socioeconomic status of the people in Balochistan. The visibility and branding of EU, BRACE, RSPN, BRSP, NRSP and GoB were ensured in the printing materials by incorporating the logos of all partners in the designed and printed items. Moreover, in the second year of the Programme, RSPN has produced Programme's takeaway gifts containing the EU, GoB, BRACE and partners' logos and distributed among key stakeholders on various platforms and occasions, including the LSO convention, RSPs annual retreat, Provincial and

district level meetings and training events. These items were distributed among officials of the local and provincial governments of Balochistan, representatives from UN agencies, donor agencies and media. Similarly, the visibility items were provided to BRSP NRSP and HD, so that they could use it as tool to promote visibility the EU and branding of the BRACE Programme by sharing the giveaways with the relevant provincial and district level stakeholders. Samples of visibility items have been shared with EU Communication Consultant and Development Advisor.

#### **A-5.5. Development of Video Documentary**

Total target for the development of video documentaries is three; planned for year one, year three and year five. The achievement is one against the overall targets of three documentaries. The first introductory documentary for the BRACE Programme has been developed in consultation with and after getting clearance from EU C&V Consultants. The introductory documentary provides a holistic view of BRACE Programme to the target audience and communicates logic and objectives of the Programme for Balochistan. The documentary was filmed in districts Jhal Magsi, Quetta, Pishin and Zhob. The main objective of the documentary was to inform the internal and external audience about the intervention logic of the BRACE Programme, its expected results and impact to reinforce the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor. The documentary is available online and has been screened in LSO conventions, BRACE experience sharing and learning workshop, RSPs and TA joint meetings and Programme meetings at provincial and district levels. The video will help in making the audience (from both supply and demand side) familiar with the approach, activities and expected outcomes and impacts on beneficiaries and in reinforcing the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor. *The documentary can access through the given link <https://www.youtube.com/watch?v=QCfYLDxx3qk> and is also enclosed with the report in compact disc as MoV-10.*

#### **A-5.6. Bi-Annual BRACE Programme Newsletters**

The Programme's plan calls for annual newsletter for year one and thereafter bi-annual Newsletters for remaining four years. The Newsletter for year one was finalised and disseminated in first quarter of year two. The first -biannual newsletter for year two covering activities of June-December 2018, was published and shared in both hard and soft forms with the key stakeholders as mentioned in the BRACE C&V Plan, including NGOs, INGOs, UN agencies, Government of Pakistan, all four provincial governments, district government officials, media representatives, partners and civil society organisations. Whereas, the second newsletter covering activities from January to June 2019, will be finalised and published by the end of July 2019.

Upon the recommendation of EU's communication consultant, RSPN will now be publishing quarterly Newsletters for BRACE Programme from year three onwards. The newsletters will be showcasing the key achievements, progress, event reports, success stories and other relevant key information of the BRACE Programme, reinforcing the belief that the CDD approaches bring about positive change in socioeconomic status of the rural poor. The Newsletters are being finalised in consultation with EU communication team, including the Team Leader and Project Co-ordinator for C&V activities and Press and Public Relations Officer in the EU Delegation to Pakistan. *The first, second and third issues of the BRACE Newsletters are enclosed as MoV-26, MoV-27 and MoV-28 and can also be accessed on the following links;*

<http://www.rspn.org/wp-content/uploads/2019/08/BRACE-Newsletter-Jan-June-2019-19-Aug-.pdf>

<http://rspn.org/wp-content/uploads/2019/04/BRACE%20Newsletter%20Issue-02%20July-December%202018.pdf>

[http://www.rspn.org/wp-content/uploads/2018/10/BRACE%20Newsletter%20\(LQ\).pdf](http://www.rspn.org/wp-content/uploads/2018/10/BRACE%20Newsletter%20(LQ).pdf)

#### **A-5.7. Media Visits**

Media visits form a part of the activities of RSPN draft C&V Strategy and plan, to engage media at national and local level under the BRACE Programme for the visibility and communication of the Programme. The main objective of the media visits under BRACE Programme is to showcase the BRACE activities in media, by involving local and national journalists and giving them a free hand to write or report on the Programme's intervention as they witness impact of the programme at field level.

The media visit will enable the journalists to travel to the Programme districts and see the activities first-hand, interact with beneficiaries directly and write about the stories in the newspapers and make news packages and video reports to create awareness about the Programme and its impact, communicate successful Community Driven Local Development (CDLD) approaches and learning of the Programme to key stakeholders. These articles and stories will also contribute to RSPs efforts for policy advocacy for the development of Local Development Policy Framework and fiscal reforms for GoB. The assignment is mainly aimed at highlighting the work of BRACE Programme's CDLD approaches with the help of media and its contribution in bringing about socioeconomic changes in the lives of the rural poor.

The Media visits as per the Programme work plan, are budgeted from year two onwards when majority of the Programme activities kick off in field. However, it has now planned to be undertaken from year three as the EU's consultant suggested to identify the potential areas and case studies first and later on take media persons to those beneficiaries who can speak well and elaborate the impact of the Programme on their lives. As we have now identified the case studies and the beneficiaries, the media visit will be arranged in October 2019. The preparatory activities have already been undertaken that include, preparation and finalisation of the TORs, identification of the journalists and media channels and selection of the districts for the media visit. Meanwhile RSPN in support with EU's consultant has worked on developing the media pack (containing the information about the Programme, EU's role under BRACE, targeted communities and the beneficiaries to be visited) for the journalists, so they have a prior information base before going in to field. RSPN is in close coordination with the EU C&V Consultant to make the media visit a more structured and meaningful activity. EU C&V Consultant suggests BRACE partners to also focus on involving local media of Balochistan. In response to the suggestion, RSPN in coordination with BRSP, NRSP communication team organised a meeting with the President and members of Quetta Press Club in year one, to give them a formal introduction and orientation about the BRACE Programme and to involve them for media visit for year two.

#### **A-5.8. Develop BRACE Website, Regular Updating and Maintenance**

Development of BRACE Programme website was reflected both in RSPN and Programme TA component. In a meeting with the secretary LG&RDD held on March 19, 2018 and in implementing partners workshop, held on January 15, 2018, it was decided that there should be one website for BRACE Programme, to be developed by Programme TA and be hosted by LG&RDD with ownership of all the BRACE Programme implementers (RSPN, BRSP, NRSP and the Programme TA). Partners, including the LG&RDD will use this website as a common platform to communicate information regarding their respective component. Moreover, in a meeting of the implementing partners including the TA with Secretary LGR&DD held on July 16, 2018, it was proposed by the Secretary that the website should be developed by the TA. And so, the development of website will be done by the Programme TA and the BRACE Programme implementing partners will support Programme TA in website development by

sharing material and other relevant stuff (such as photos, videos, information) for BRACE Programme website.

However, RSPN has a dedicated page for BRACE Programme on its website. It contains all the important information about BRACE Programme in different sections as image/video gallery, publications, districts profiles, research articles, field visits and media visits. <http://www.rspn.org/index.php/current-projects/eu-rspn-balochistan-rural-development-and-community-empowerment-programme-brace/>

#### **A-5.9. Capacity building of Communication Officers and participation in RSP Communication Resource Group (FACE) meetings**

RSPN has created the Forum for Advancement of Communication Expertise (FACE), for the capacity building of the RSPs communication team. Through this forum, RSPN invites the communication and visibility officers of all RSPs to help them capacitate on various communication and visibility skills such as: video making, report writing, social media campaigning, photography and video editing. This activity is originally planned under RSPN's core communications plan.

RSPN involved White Rice Communications to conduct first FACE workshop on "Digital Storytelling" that was held in October 2017. It was aimed to equip the focal persons of the Rural Support Programmes - working in the field with visual tools and skills to better document, share and amplify the impact their work is creating in the digital age. Subsequently, the second FACE workshop was held in June 2018 on the subject of the Participatory Video & Most Significant Change (PVMSC); a format for the video documentation of the field level activities. The participants from BRACE side included Communications Officer and Reporting and Documentation Officers of RSPN in both 1<sup>st</sup> and 2<sup>nd</sup> workshops.

#### **Updates on BRACE RSPN component C&V Plan**

*Table 7: Updates on BRACE RSPN component C&V Plan*

<b>C&amp;V Activities</b>	<b>Targets (year two)</b>	<b>Achievements against targets</b>	<b>Description</b>
Bi-annual Newsletters	2	2 <b>Two Newsletters</b> published and disseminated. First Newsletter covering period of June 2017-June 2018, was published and disseminated in first quarter of year two. Second Newsletter covering period of June-December 2018 was published and disseminated in third quarter of year two.	The Newsletters provide the key achievements, progress on KPIs, event reports, success stories and other relevant key information of the BRACE Programme to reinforce the belief that the CDD approaches bring about positive changes in socioeconomic status of the rural poor.
Monthly E-news Bulletin	1	1 Monthly E-news bulletin is shares monthly updates of the Programme including trainings, celebrations, meetings and important field updates.	During the meeting of Annual Engagement Plan held in April, BRACE Partners and EU consultants decided to publish monthly E-news bulletins from May 2019. The E-bulletin for the month of May has been published and disseminated. Next is due in July 2019.

Video Documentaries	1	1 The introductory documentary provides a holistic view of BRACE Programme to the target audience and communicates logic and objective of the Programme for Balochistan. The title of the documentary is "The New Beginning", it contextualised the BRACE programme in Balochistan.	The introductory documentary of the Programme was filmed in four districts of the Balochistan, including, Pishin, Zhob, Quetta and Jahl Magsi.
Annual KPIs Report	1	1 The Annual Key Performance Indicators (KPIs) reports on the overall BRACE Programme performance that helps in assessing and reporting the performance against the set indicators and targets. It also helps in indicating the pace of work and contributes to accelerating the work and in strategizing better for coming years	The report has been printed and disseminated through digital and print mediums to all stakeholders, including, policy makers, donors, national and international NGOs, UN agencies and Government of Balochistan Officials (Local Government and Rural Development Department, Planning and Development Department, Social Welfare Department, Women Development Department) at provincial and district level, particularly to advocate and highlight the work of BRACE Programme.
Media Visit	1	0 The main objective of the media visits under BRACE Programme is to showcase the BRACE activities in media, by involving local and national journalists and give them a free hand to write or report on the Programme's interventions according to what they see or feel the impact of the Programme is at field level.	The activity has been postponed as Team Leader and project coordinator for Communication and Visibility activities in EU in Pakistan suggested to conduct media visit after identification of the vocal beneficiaries and impactful stories, once BRACE activities are in full throttle. Preparatory activities have been completed. Media visit is planned for the second quarter of year three.



National LSOs Convention	1	2 First National LSO convention held in September 2018 and the second convention held in June 2019 at Islamabad	Some of the key topics discussed in the LSO conventions include, RSPs' approach to poverty graduation, achieving the SDGs through LSOs, linkages development by LSOs for economic development of poor communities, Land development and water conservation in partnership with the Government of Balochistan, experiences of men & women community institutions working with Government of KP Community Driven Local Development programme, LSOs response to draught and malnutrition in arid regions of Sindh. Community representatives from Loralai represented BRACE at LSO.
Short Videos	5	16 Videos of BRACE beneficiaries were filmed for the case studies around the themes of social mobilisation, livelihood, community physical infrastructures and women community institutions	The videos of BRACE beneficiaries were filmed in Loralai, Zhob, Khuzdar and Jhal Magsi for the video case studies on the mentioned themes.
Newspapers/ Online Blog Articles	3	8 RSPN engaged national and local media for the coverage of BRACE activities, including experience sharing and learning visit and workshop (details given in activity A-3.7) and closing ceremony of ToT on gender sensitisation and mainstreaming. Moreover, articles/and blogs were published in national and local newspapers and on the website of the London School of Economics and Political Science South Asia Centre.	Newspapers/Online Blog Articles were published in Express Tribune, Daily Morning, Balochistan Express, the Balochistan Point and on website of LSE.
Face to Face Meeting with Media	1	2 Meetings with media are aimed to promote awareness on the BRACE and build media relations to engage them in advocacy and communication based activities by sensitising media to highlighting the needs and required actions by GoB and Parliamentarians.	RSPN Communication Officer visited Press Clubs and met with media representatives in Quetta and Islamabad. It resulted in coverage of events in Quetta and Interview of CEO on BRACE Programme.

Written Case Studies	4	5 The case studies/success stories are designed to highlighting the impact of BRACE Programme over the lives of communities and showcasing the efforts of EU and RSPs in promoting CDD for rural development in Balochistan.	Two Focus Group Discussions and three individual interviews with CRPs conducted to document the lived experiences of struggles and successes throughout the social mobilisation process. The case studies also captured the existing strong patriarchal and social ethos that inhibited poor men and women from participating in Programme activities. These also demonstrated personal and social empowerment of CRPs at household and community level.
Interviews of Chairman/CEO/COO RSPN in national and local media	1	7 This activity aimed to advocate the collaboration between EU and RSPs to support GoB for rural development	Chairman RSPN interviews were broadcast on 4 TV channels and published in two National newspapers, while CEO RSPN's interview was published in one national Urdu newspaper
Press Releases	2	2 Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the Programme and showcase the impact and generate the discussions around community-led development.	BRACE experience sharing and learning visit and workshop and closing ceremony of ToT on gender sensitisation and mainstreaming were covered by 17 newspapers and four national and regional TV channels.

## LESSONS LEARNED

- RSPN component is strengthening the technical and institutional capacities of BRSP and NRSP and providing support and evidence to the TA in order to effectively support the GoB in its objective of improving public service delivery in Balochistan. It has been learned that the scope of work under BRACE programme given to RSPN is extremely strategic, however the financial allocation for these activities, especially the research studies, is extremely low. The overall RSPN's action has the capacity to absorb more funds to ensure high quality products and services.
- RSPN were expecting that TA produce gender mainstreaming strategy in first year of the Programme. RSPN and RSPs have undertaken several internal actions, including development of gender sensitisation & mainstreaming manual and guidelines, training of master trainers from RSPs and assisting RSPs in mainstreaming gender in the Programme. However, keeping in view the sociocultural environment of Balochistan, reducing sustained gender inequalities is a challenging process and requires sustained efforts. In the light of given scenario, we recommend EU and TA to commission the development of Gender Mainstreaming Strategy for BRACE Programme as soon as possible for mainstreaming gender in all the component of BRACE programme.
- It is learnt that policy advocacy efforts will not produce significant results unless an action plan, a road map and mechanism for policy advocacy is developed. RSPN recommends that this task should be led by HD/TA. A working group, having membership from all partners and led by the TA, will be helpful in this regard. Secondly, formulation of Local

Development Policy should be initiated as soon as possible so that there is ample time for evolution of the policy on the basis findings from the research component and learnings from Programme.

- In order to effectively and efficiently attain the objectives of the Programme, all partners and the TAs need work in a coordinated manner. The challenge that RSPs faced during the reporting year was engaging the Oxford Policy Management (OPM) despite several efforts. The OPM was invited in almost all meetings and to the lessons learning visit and workshop. The OPM was also requested to share the updates on the PFM component so that RSPN is able to report on. This issue was raised with the HD/TA but has not been addressed. RSPN recommends that the EU should invite the OPM in the upcoming Operational Steering Committee meeting and ask OPM to ensure coordination with RSPs and HD/TA.

### 3. LOGFRAME MATRIX UPDATED

If relevant, submit a revised logframe, highlighting the changes.

No changes have been made in the impact, outcome, output indicators in the Programme logframe. Updated logframe is attached with the report [as Annex-1](#).

**Please list all contracts (works, supplies, services) above € 60,000 awarded for the implementation of the action during the reporting period, giving for each contract the amount, the award procedure followed and the name of the contractor.**

N/A

Interim financial report for year 2 is [attached as Annex-2](#)

### 2.4. PLEASE PROVIDE AN UPDATED ACTION PLAN FOR FUTURE ACTIVITIES

Table 6 presents the updated action plan for Year 3 of the BRACE Programme of RSPN component:

**Table 8: Programme Work Plan for year 3:**

Year 3													
Description	Months												Implementing body
	1	2	3	4	5	6	7	8	9	10	11	12	
<b>Major Activities- Expected Result 1</b>													
A-1.1. Technical assistance to BRSP & NRSP in Programme planning and designing through the development of harmonised proposals	Completed in year 1 of the Programme												RSPN
A-1.2. Develop gender sensitive standardised Programme Implementation Manual (PIM)	Completed in year 1 of the Programme												RSPN
A-1.3. Develop manual for Poverty Scorecard (PSC) survey to be implemented by BRSP and NRSP	Completed in year 1 of the Programme												RSPN

Year 3														
Description	Months												Implementing body	
	1	2	3	4	5	6	7	8	9	10	11	12		
A-1.4. Develop socio-economic baseline and end line survey approach and methodology to measure and report on results, outcomes and impact indicators of the BRCDEP logframe	Completed in year 1 of the Programme												RSPN	
A-1.5 Assist BRSP & NRSP in carrying out the baseline and end lines surveys	Completed in year 2 of the Programme												RSPN	
A-1.6. Develop a common gender sensitive M&E framework and reporting mechanism on Key Performance Indicators (KPIs) for the BRACE	Completed in year 1 of the Programme												RSPN	
A-1.7 Assist BRSP & NRSP in operationalisation of the M&E framework and ensure regular reporting on common KPIs														RSPN
A-1.8 Produce an Annual KPI report on the BRACE														RSPN
A-1.9 Assist BRSP & NRSP in developing a joint and integrated MIS/GIS system and follow-up support														RSPN
A-1.10 Develop and implement a web-based real time reporting MIS-Dashboard and GIS mapping to track KPIs	Completed in year 1 of the Programme. However, the dashboard will be regularly updated												RSPN	
A-1.11. Develop gender sensitive staff training guidelines/modules	Completed in year 1 of the Programme												RSPN	
A-1.12. Orientation training of BRSP & NRSP and GoB key programme staff on PIM;	Completed in year 1 of the Programme												RSPN	
A-1.13. Assist BRSP & NRSP in rollout of the PIM trainings to all relevant staff members;														RSPN
A-1.14. Training of key staff of BRSP & NRSP on the Socio-economic baselines, end line survey approaches and methodologies;	Completed in year 1 of the Programme												RSPN	
A-1.15. Training of key M&E staff of BRSP & NRSP on M&E framework and KPI reporting tools;	Completed in year 1 of the Programme, however, RSPN will train the new staff of RSPs, if required												RSPN	
A-1.16. Training of key implementation and M&E staff of BRSP and NRSP, and government officials on quality control plans and checklists;	Completed in year 1 of the Programme. RSPN will train the new staff of RSPs, if required.												RSPN	
A-1.17. Develop quality assurance and control plan and tools;	Completed in year 1 of the Programme.												RSPN	

Year 3														
Description	Months												Implementing body	
	1	2	3	4	5	6	7	8	9	10	11	12		
A-1.18. Assist BRSP & NRSP in implementation of the quality control and assurance plan with follow up visits throughout the programme;														RSPN
1.19. Prepare exit strategy with the assistance of for BRSP & NRSP component and follow-up support														RSPN
A-1.20 Assist BRSP & NRSP in implementation of the exit strategy developed by the EU TA's support;														RSPN
A-1.21 Training of key BRSP and NRSP staff on LMST (New Activity Added in year 3)														RSPN
<b>Major Activities- Expected Result 2</b>														
A-2.1. Assist the TA in gender mainstreaming strategy														RSPN
A-2.2. Review of RSPN, BRSP and NRSP organisational HR/Gender policies on the basis of gender mainstreaming strategy	Completed in year 1 and 2 of the Programme.												RSPN	
A-2.3. Gender ToT organisational HR/Gender policies and anti-sexual harassment laws	Completed in year 1 of the Programme.												RSPN	
A-2.4. Implementation of Gender Mainstreaming Strategy														RSPN
A-2.5. Gender ToT for BRSP & NRSP key Programme staff on gender mainstreaming and sensitisation actions in communities														RSPN
A-2.6. Follow-up support visits														RSPN
<b>Major Activities- Expected Result 3</b>														
A-3.1: Participatory Action Research (PAR)														RSPN
A-3.2 Thematic Sectoral Studies/Assessment														RSPN
A-3.3. Assistance to the TA in undertaking research														RSPN
A-3.5. Publication and dissemination of research reports, papers and policy briefs														RSPN
A-3.6. Dissemination of research findings in national and international conferences/workshops:														RSPN

Year 3													
Description	Months												Implementing body
	1	2	3	4	5	6	7	8	9	10	11	12	
A-3.7. Annual BRACE lesson learning visits and workshops:													RSPN
A-3.8. Advocacy workshops/public policy debates with government:													RSPN
A-3.9. National and Provincial (Balochistan) LSO conventions													RSPN
A-3.10. Regional experience sharing and learning visits:													RSPN
<b>Major Activities- Expected Result 4</b>													
A-4.1. Develop Community Awareness Toolkit (CAT)	Completed in year 1 of the Programme.												RSPN
A-4.2. Develop quality control checklists and reporting on key SDG indicators	Completed in year 1 of the Programme.												RSPN
A-4.3 Training of RSPs key staff as Master Trainers on use of CAT	Completed in year 1 of the Programme.												RSPN
A-4.4. Regular technical support to BRSP and NRSP to roll out the CAT training programme													RSPN
A-4.5. Assist the implementing partners in mainstreaming other cross-cutting themes													RSPN
<b>Major Activities- Expected Result 5</b>													
A-5.1. Assist TA to develop a global Communication and Visibility Plan for BRACE Programme	Completed in year 1 of the Programme.												RSPN
A-5.2. revise and finalise the Communication and Visibility Plan for RSPN, BRSP and NRSP Programme Component on the basis of EU feedback													RSPN
A-5.3: BRACE launching workshop	Completed in year 1 of the Programme.												RSPN
A-5.4. Printing of visibility items													RSPN
A-5.5. Develop video documentaries													RSPN
A-5.6. Quarterly BRACE newsletters. <b>The frequency of the Newsletter has been changed from Bi-annual to quarterly on recommendations of EU C&amp;V staff</b>													RSPN
A-5.7. Media Visits													RSPN
A-5.8. Support the TA in developing BRACE Programme website and regular updating													RSPN

Year 3														
Description	Months												Implementing body	
	1	2	3	4	5	6	7	8	9	10	11	12		
A-5.9. Capacity building of Communication Officers and participation in RSP Communication Resource Group (FACE) meetings														RSPN
A-5.10. Final dissemination workshop	Planned for year 5 of the Programme												RSPN	

### 3. BENEFICIARIES/AFFILIATED ENTITIES AND OTHER COOPERATION

#### 3.1. RELATIONSHIP BETWEEN THE BENEFICIARIES/AFFILIATED ENTITIES OF THIS GRANT CONTRACT

The main beneficiaries of RSPN under the BRACE Programme include the two RSPs, National Rural Support Programme (NRSP), Balochistan Rural Support Programme (BRSP) and the programme TA (Human Dynamics) as well as Government of Balochistan. Under this grant contract, RSPN’s main role is to support BRSP and NRSP in ensuring the standardised and uniformed implementation approaches combined with harmonised monitoring and quality reporting of the Programme as well as support in coordination and communication of the BRACE Programme. Moreover, RSPN’s role also includes support to the Programme TA in some specified areas, including support in undertaking research studies, development of Global C&V Strategy, Programme Global Exit Strategy and support in generating evidence for the development of Local Development Policy Framework for the Government of Balochistan.

RSPN is working in close coordination with BRSP and NRSP, Programme TA (Human Dynamics) as well as with GoB. The frequent mode of communication includes regular visits to RSPs and TA offices and provincial and district level meetings, emails and telephonic communication. RSPN core and Programme staff also conducted regular field visits to support BRSP and NRSP in the field in year one and two of the Programme. These visits provided a great opportunity to interact with the beneficiaries of the Programme including COs, VOs and LSOs members and their office bearers as well as local authorities in the districts. The relationship has remained beneficial for RSPN as well as for the partner RSPs in implementation of the Programme as year two concludes.

#### Programme RSPs:

RSPN’s relationship with the other implementing RSPs (BRSP and NRSP) is characterised by open communication, understanding and commitment to the Programme. The RSPN has been actively facilitating the RSPs in achieving standardisation across the programme through development of manual and guidelines for PSC, PIM, M&E framework, SES, CAT, CMST, LMST, gender sensitisation and mainstreaming along with the capacity building of the relevant Programme staff of BRACE Programme. During the implementation of the Programme, RSPN’s technical and Programme team is providing backstopping from time to time and also undertaking regular follow up visits to the Programme districts to support the implementation of Programme.

#### Human Dynamics:

Building on the relationship established in year one of the Programme with the TA, regular coordination by RSPN with the TA was ensured in the reporting period. RSPN and TA worked together in a coordinated manner on:

- On development of Global C&V Strategy and C&V plans for BRSP, NRSP and RSPN components of the Programme.
- RSPN supported the TA in finalisation of TORs for Gender Mainstreaming Strategy, BRACE website by reviewing and providing feedback on the draft TORs and in identification of consultants for GMS development, by providing CVs of experts who had language advantage and would travel in Balochistan.
- Earlier, in year one of the Programme, RSPN supported the TA in undertaking TA's component's activities including Gender Analysis and development of conceptual research framework.
- In the beginning of the Programme, a meeting was also held with Human Dynamics at RSPN office to discuss the way forward regarding the overlapping roles and responsibilities of Programme TA and RSPN. This meeting helped in building better relationship between the two and improved the understanding each possessed of the other's dynamic roles. RSPN has been sharing the pertinent documents such as PIM, Research Framework, C&V Plan, etc. for review and feedback in order to have all-inclusive and strategic documents and implementation.
- RSPN also supported the TA in conducting Balochistan Synergies workshop held in Quetta. This workshop was seen as a first step in improving coordination and cooperation by identifying possible synergies and lessons learnt from the completed/ongoing EU funded Programmes, and then capitalising the synergy opportunities between those involved in rural development in Balochistan. The workshop offered the opportunity for the participating organisations to hear first-hand, and for many, for the first time, about other EU initiatives in the province. Presentations by each organisation and the opportunity for discussion allowed participants to quickly identify similarities in mandates, activities, issues and challenges.
- The TA reviewed and provided comprehensive feedback on the draft of the (joint IPs) BRACE EXIT STRATEGY.
- Joint efforts are being made to seek a WAIVER of the GoB LSO registration fees.
- The TA will deploy in the 9 Districts "the TA District Coordinators" who will function as liaison in the field between the BRSP/NRSP Offices and the Local Government and Deputy Commissioner Offices. The teams will function as a bridge between the GoB and the BRACE RSPs at district and sub-district levels, aiming to institutionalise and embed the bottom-up community-led Outputs/Outcomes, in a Local Government Policy, Fiscal and Budgetary Framework. This will ultimately contribute to organised empowered communities capable of identifying their needs, in consultation with the Local Government Authorities, thus laying the foundation for synergy between community-led initiatives and GoB budgets.

#### **Government of Balochistan GoB:**

During the reporting period, RSPN, BRSP, NRSP and the TA held regular joint Programme review meetings with GoB with participation from the Secretary LGRDD, the Secretary Planning and Development, the Secretary Women Development Department and Chief of the Section Foreign Aid. This was extremely important as new Secretaries/ACS were appointed in the reporting period.



During these meetings, RSPs and the TA shared their respective progress and forthcoming implementation plans. In the last review meeting with the Secretary LGRDD, BRSP presented an example of a community-identified infrastructure investment. Secretary enquired if there was an opportunity for Local Government to provide co-funding for these investments, as that is a practical way for LGRDD to stimulate bottom up identified economic development investments.

The TA Team Leader added that we can build on the suggestion of the Secretary LGRDD and should investigate how the Local Government system can be reformed in such a way that co-funding between Local Government Funds and Community funds is made more systemic. BRSP, the TA and the LGRD department are working on mechanisms that systemically promote this co-funding, starting with the community identified infrastructure schemes seeking co-financing from LGRDD and possibly EU funds.

During year one of the Programme, RSPN, BRSP, NRSP and TA held series of meetings with GoB departments; including P&D, LGRDD, WDD, SWD and shared progress and plans of the Programme. GoB feedback and recommendations were incorporated in the Programme plans.

The broader level feedback from government officials included involvement of Women Development, Livestock, Agriculture and Labour & Manpower Departments in the planning and implementation of the livelihood component of the Programme which is being ensured by the RSPs. Relevant GoB officials from P&DD, LG&RDD, WDD, and SWD have actively participated in the trainings and review workshops conducted by RSPN. GoB has notified the Local Government and Rural Development Department and focal department for the BRACE Programme through a notification by Additional Chief Secretary (Development) dated 3rd November 2017.

Moreover, Additional Chief Secretary (Development) notified Strategy and Dialogue Committee (SPDC) for the Programme. The BRACE Programme launch in Quetta was attended by high level government officials including Provincial Ministers, Senators, Members of Provincial Assembly, and Government officials.

Minister for Planning and Development GOB, Minister for Local Government and Rural Development GoB, ex-Chief Minister and Member of Provincial Assembly, Additional Chief Secretary (Development), Secretary Finance, Secretary, Local Government and Rural Development Department GoB and RSP senior management undertook an experience sharing and learning visit to Tajikistan. On the basis of regular support from GoB, regular review meetings and feedback, participation of high level officials from Government in the Programme events, show a strong GoB buy-in and ownership of the BRACE Programme.

### **3.2. Relationship Between Your Organisation and State Authorities**

BRACE Programme resulted in further strengthening of the relationship between RSPN and state authorities. Participation of the senior government official in Programme events; including LSO conventions, trainings, meetings, opening and closing ceremonies of the events portrays ownership and buy-in of the Programme state authorities. Provincial Government Departments, especially, Local Government and Rural Development Department, Planning and Development Department, Women Development Department, Social Welfare Department remained cooperative during year one and two of the Programme and participated in BRACE Programme meetings and events, e.g. Senior Officials of the Government of Balochistan; including the Secretary Local Government and Rural Development Department (LGRDD), the Secretary Information, Chief of the Section (foreign Aid), Focal Person BRACE GoB participated in a two-day C&V workshop held in August 2018 at Islamabad and assisted in the consultative process of BRACE communication and visibility strategy development. The outstanding interest and presence of a large number of state authorities was impressive at the

BRACE launching ceremony held on 10<sup>th</sup> November, 2017 at Quetta. Moreover, the perpetual and active role of the provincial and local government in BRACE Programme activities and trainings substantiated their commitment and ownership towards the Programme. This resulted in notification of LGRDD as focal department for BRACE Programme by Government and Notification of SPDC. Moreover, a Senior Officer from LGRDD has been notified as the focal person for BRACE Programme.

Participation of the senior Official from P&D, LGRDD, WDD, SWD in BRACE regular review meetings (presented in section 3.1) show the interest of the state authorities in the Programme and CDD based local development policy for GoB. The relationship between the local authorities/local governments and the implementing RSPs has also been strengthened. The feedback from the district teams has been positive and the teams have indicated that the local authorities/local governments official are willing to coordinate and work together with community institutions formed under the BRACE Programme. This cooperation is evident by the fact that Deputy Commissioners in all eight Programme districts have notified the Joint District Development Committees (JDDCs). The JDDCs will ensures participatory planning approach and avoid duplication of efforts. This forum will help institutionalise and sustain the bottom-up community-led development processes into the mainstream formal development planning and budgeting processes, and will also serve as a forum to plan, implement and monitor local development plans.

Furthermore, at the field level linkages have been made by the RSPs with Social Welfare Department, Education Department, Agriculture Department, TVET institutes, and NADRA for collaborative work under BRACE Programme. It has been learnt that active engagement of local authorities right from the onset of the programme not only ensures ownership by the stakeholders but also increases their support at every level. The first and second years of the Programme provided a great opportunity to further strengthen these relationships with Government's relevant ministries, line departments and other stakeholders by establishing stakeholders' forums, including Strategy and Policy Dialogue Committee (SPDC), and Research Advisory Committee (RAC). The SPDC and RAC offered excellent platforms to discuss policy implications, support advocacy efforts, solicit technical advice, oversee the Programme implementation, review Programme approaches and strategies, and provide overall technical guidance for the research component of the Programme.

### **3.3 RELATIONSHIP WITH OTHER ORGANISATIONS INVOLVED IN PROGRAMME IMPLEMENTATION:**

- **Associate(s) (if any)**

N/A

- **Sub-contractor(s) (if any):**

N/A

- **Final Beneficiaries and Target groups:**

During the first and second years of the BRACE Programme, the RSPN Core and Programme team carried out several visits to BRSP and NRSP offices and target communities (details presented in activity A-1.2). RSPN BRACE Programme team managed to foster and maintain sustained relationship with BRSP and NRSP, and with the final beneficiaries and target groups.

The lessons learn from these visits will also help in improved understanding of the progress of the Programme activities and interventions in the context of Balochistan. Field visits also help in raising the confidence of the communities and in particular of the people's institutions on the RSPs. This is crucial as the community institutions key role and participation in the Programme activities will bring in more ownership, empowerment and civic oversight. This, in

the long run, will contribute to community empowerment; improved local governance; increase in household welfare (consumption, income, assets) and improved educational and health outcomes.

• ***Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc.):***

The BRACE Programme focuses on socioeconomic improvement of communities in nine districts of Balochistan and is designed on the current needs in Balochistan. RSPN has developed linkages with other organisations working in the areas that contribute in BRACE Programme overall objectives, they include United Cities and Local Governments Asia Pacific (UCLG ASPAC), International Trade Centre, UNDP, GIZ, World Bank, WFP and SMEDA. Moreover, University of Balochistan, Pakistan Institute of Development Economics (PIDE) and Department of Sociology, Quaid-i-Azam University were contacted to improve the research activities of the BRACE Programme. Furthermore, the services of National University of Modern Languages (NUML) were procured to translate and compose the PIM in Urdu language.

Since one of the Programme's strategic activities is to mainstream cross-cutting themes in the Programme, it is critical to establish a mechanism to incorporate inputs from Vertical Programmes (Nutrition, HIV/AIDS, Malaria, Hepatitis, Tuberculosis, Maternal, New-born and Child Health Programme, etc.) being run by GoB and Government of Pakistan and other Ministries and Line Departments including Livestock, Labour and Manpower, Agriculture, etc. on a regular basis. During year one, this exercise has been initiated and feedback of Balochistan Nutrition Cell and HIV and AIDS Programme has been incorporated in Community Awareness Toolkit (CAT).

### **3.4 LINKS AND SYNERGIES DEVELOPED WITH OTHER PROGRAMMES.**

RSPN forged links between the BRACE Programme and other programmes implemented by RSPs and RSPN. These include the EU funded SUCCESS Programme in Sindh. BRACE Programme's approaches and methodologies, including PIM, M&E Framework, QACP, CAT, CMST, LMST and JDDC processes and ToRs are adopted from SUCCESS Programme after modifying them in the context of Balochistan. National LSO conventions and RSPs Annual Retreat were jointly organised with the SUCCESS Programme. The team members of BRACE Programme have been participating in the workshops and ceremonies organised by the SUCCESS Programme to showcase support, learn and explore possible avenues of collaboration. This helped in joint learning, avoiding duplicated efforts and contributed in RSPs wide Programme standardisation. The Programme also benefited from the experiences of EU funded Balochistan Community Development Programme (BCDP) and the Programme for Economic Advancement and Community Empowerment (PEACE) in Khyber Pakhtunkhwa through incorporating lessons learnt from these programme and building on the training, awareness creation modules and training material used for these programmes.

Most importantly, the BRACE Programme staff has been participating in the various resource group meetings being held at RSPN level, which bring together many years of learning from all RSPs. BRACE M&E framework and Quality Assurance Control Plans and Tools (QACP), the draft research framework developed for the Participatory Action Research (PAR) component of the Programme were presented in RSPs M&E Resource Group meeting and incorporated inputs and feedback in the Framework. In the RSPN Gender Resource Group meeting, gender analysis draft report developed by the Programme TA was reviewed and got feedback of this resource group members on the report. Summary of the feedback is given under output indicator 2.1 in the result section of the report.

The Balochistan Synergies Workshop held at Quetta was a milestone for creating synergies among EU funded Programmes in Balochistan. The aim of the workshop was to contribute to the overall objective of supporting the Government of Balochistan in reducing poverty in Balochistan. The Workshop was designed in consultation with the EU and supported by the Technical Assistance and Rural Support Programme partners. The workshop was structured in three components and held over a period of two days. The workshop paved the way for ensuring complementarity and building synergies among EU-funded initiatives in Balochistan, and to improve alignment to the Government of Balochistan development priorities.

The following key synergies identified to be further developed were:

- Establishing a system of communication and information exchanges between Implementing Partners.
- Ensuring close working of BRACE partners with the relevant Government of Balochistan Departments.
- Examining the potential for common data platforms.
- Working closely with the SUBAI and PFM–SSP projects to secure political and budgetary support for project outcomes. E.G. The Education programme has developed an education sector plan that needs to be linked to the budget.
- The GIZ TVET programme should be embedded in the sector plan of education instead of standing alone. The UNICEF and GIZ will be coordinating more.
- The OXFAM and FNF need to interact closely with the RSPN and the PFM programmes as they have similar TOR regarding community mobilisation and district budgeting.
- BRACE Programme TA team needs to work closely with the RSPs/ Oxfam/ OPM and to ensure synergies are created in the areas of social mobilisation, communications, capacity building of the Balochistan Rural Development Academy and development of district plans.
- Ensuring transport and security for women should be budgeted in activities.

The BRACE Programme TA will now facilitate the development of an Implementing Partners Synergies Action Plan (IPSAP). This plan will provide a detailed road map and distinguishes between different types of synergies with each having its own set of measures to increase synergy in that area. This IPSAP will identify:

- Institutional synergy areas which requires streamlining of legal and regulatory frameworks.
- Organisation capacity development synergy areas, which requires (sharing) of development measures to improves, systems, organisational structures and core-processes, and operations and improved staff budgets
- Individual (leadership) development and capacity building, based on Skills, knowledge and experience enhancing (study tours) and the provision of resources and opportunities.
- A cross-cutting area where BRACE Programme TA will pursue specific synergies will be the PFM area, which requires its own specific set of measures to ensure synergy, between Development Partner and the Government, of the financial funding and PFM

arrangements between the various Government levels, and between the Government and the Communities.

In year two of the Programme, meetings were held with *United Cities and Local Governments Asia Pacific (UCLG ASPAC)* to explore synergies between the BRACE Programme and EU funded *LEAD for SDGs in Pakistan* project for localising SDGs in Balochistan and Sindh. Since BRACE Programme plans include collection of and reporting of data on the relevant SDGs indicators, the Programme team will work in collaboration with UCLG ASPAC. Similarly, a meeting was held with the representatives of International Trade Centre to identify synergies between EU funded Growth for Rural Advancement and Sustainable Progress (GRASP) project to be implemented in Balochistan and BRACE Programme. Keeping in view the component and expected results of GRASP, synergies can be established in the areas of, among others, improving the institutional and policy environment, support small-scale farmers and producers in a holistic way and in new creation of jobs and increased income for women and men farmers. The synergetic activities will be specified once the GRASP project implementation starts on ground.

In October 2018, a meeting was held with the team from the EU support Revival of Balochistan Water Resources Programme (RBWRP). A presentation on the BRACE Programme was made and there was a general acceptance that community involvement is essential for the success of RBWRP as and when its implementation begins. If there are overlapping areas, then the community institutions fostered under the BRACE Programme can be accessed to support RBWRP.

The BRACE implementing partners developed synergies with various other actions within and outside their organisation. These include, PPAF funded Poverty Reduction Programme, GoP funded Malaria Control Programme, PATRIP Foundation funded Bordering District Development Projects and Youth Empowerment Project, BISP-GoP funded Waseela-e-Taleem. These actions have successfully contributed to BRACE Programme. The synergies with these programmes have strengthened trust building, confidence and enhanced community participation at grass roots level. In the coming year, other programmes in the pipeline will also contribute to the socio-economic development of BRACE targeted districts such as National Poverty Graduation Programme funded by PPAF in 24 UCs of Districts Zhob and Jhal Magsi. In addition, BRSP has been coordinating with GIZ to develop synergies for the implementation of Technical and Vocational Education Trainings TVET Reform Support Programme in targeted districts of BRACE Programme.

Similarly, BRACE has been implemented by NRSP in district Kech in synergy with PPAF funded Programme for Poverty Reduction (PPR) in 03 Rural Union Councils of the District. Global Fund to Fight AIDS, TB & Malaria-GFATM is another project which is being implemented with the support of Directorate of Malaria Control Programme, Government of Pakistan, to reduce the risk of malaria burden in highly epidemic districts of Pakistan. NRSP is implementing this Programme in District Kech. Moreover, NRSP is funding and implementing Water Immunisation, Sanitation and Education (WISE) Programme in one UC of BRACE in Kech to ensure 100% children enrolment in school, immunisation, open defecation free UC, safe drinking water and plantation for climate resilient society. The WISE Programme is implemented in synergy with BRACE Programme.

### **3.5. PREVIOUS EU GRANTS IN VIEW OF STRENGTHENING THE SAME TARGET GROUP**

RSPN has not received any previous EU grant in view of strengthening the same target group.

## 4. VISIBILITY

### How is the visibility of the EU contribution being ensured in the Action?

Following the BRACE Communication and Visibility (C&V) Strategy and C&V plans for the grant components of the BRACE Programme and EU's guidelines set forth in *communication and Visibility in EU-financed external actions*, European Union's support is acknowledged in all communication with the stakeholders including, federal, provincial and local government departments; UN agencies, local, national and international NGOs.

All internal and external Programme-related communication and documentation e.g. brochures, publications, training material, presentations, reports, letters, attendance sheets, minutes of the meetings, advertisement etc. display the EU logo. Similarly, the publications including, manuals and reports contains the EU disclaimer also mentions the financial support of European Union for the BRACE Programme. Moreover, in almost all the posts of BRACE Programme Facebook page, hashtag of #EUinPakistan is being used.

Programme Communication and Visibility to key stakeholders (detailed progress the communication activities are presented under Expected Results – 5 above) through LSO conventions, events' media coverage, Newspaper articles and blogs, Newsletter, KPI reports, Webpage, video documentaries, promotional material, Facebook, leaning and experience sharing visits and BRACE launch will contribute to informed and mobilised stakeholders who will, in turn, support and contribute to advocacy efforts for the development of CDD based Local Development Policy Framework for Balochistan.

**Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.**

RSPN does not have any objection to this report being published on the EuropeAid's website.

**Name of the contact person for the Action:** Shandana Khan

**Signature:** Shandana Khan (formal signature on hard copy of the report)

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