



The European Union DCI Programme for Pakistan

Balochistan Rural Development and Community Empowerment (BRACE) Programme

BRACE

COMMUNICATIONS & VISIBILITY

C&V STRATEGY

(Updated February 2021)

The BRACE Programme C&V Strategy and the BRACE C&V Action Plans
were prepared by the BRACE Implementing Partners, facilitated by the BRACE TA Project

Disclaimer:

This report has been prepared by Hulla & Co Human Dynamics GbmH & Co KG .
The findings, conclusions and interpretations expressed in this document are those of the Consultant alone
and should in no way be taken to reflect the policies or opinions of the European Commission.



The project is financed
by the European Union



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

PROJECT SYNOPSIS

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

Contract: ACA/2017/386-772

Tender Reference EuropeAid/138138/DH/SER/PK

Country Pakistan

	Project Partner	EU Contractor
Name:	Mr Ahmed Raza Khan Secretary, Local Government and Rural Development Dept. Government of Balochistan	Consortium led by Hulla & Co. Human Dynamics GbmH & Co KG <u>Consortium Partners:</u> CARE (AT), Mercy Corps (UK), Concern (AT), SAP-PK (PK), SPO-PK (PK)
Address:	Civil Secretariat, Quetta	Lothringer Strasse 16, 1030 Vienna, Austria
Phone:		+43 1/402 50 20

Contact Persons

	HD BRACE-TA Team Leader	HD BRACE-TA Project Director
	Peter Portier	Holger Hinterhuer
Email	peter.portier@brdcepta.pk	Holger_Hinterhuer@dai.com
Islamabad Office	DAI Office, Beverly Centre (5 th Floor), Islamabad	
Balochistan Offices	TA Project Office: House 48B, Chaman Housing Estate, Quetta Satellite Office: LGRD Department, Civil Secretariat, Quetta, Balochistan	

Date of Report April 2021

Report Author(s) BRACE TA C&V Specialist, Amena Kamaal, with inputs from TA Team Leader,
in collaboration with BRACE Implementing Partners; RSPN. BRSP and NRSP.



BRACE

Communication & Visibility

C&V Strategy

(update February 2021)

Contents

Acronyms

Introduction

How to Use the BRACE C&V Strategy Guidelines

Step 1 The Background

- 1 The EU Communication & Visibility Guidelines (2018)
- 2 C&V “Dos and Don’ts”
- 3 The EU Pakistan MIP (2014 - 2020)
- 4 Pakistan’s “NAYA” Local Governance and Implications for Balochistan
- 5 The EU BRACE Programme C&V Workshop and BRACE Key-Messages

Step 2 The C&V Guidelines

- 6 C&V Guiding Principles
- 7 C&V Audiences
- 8 C&V Tools & Channels
- 9 MIS and M&E: From Data, to Information, to C&V Messages

Step 3 The BRACE C&V Messages 2021/22 Action Plan

- 10 BRACE C&V Budgets and Resources
11. BRACE C&V Messages 2021/22 Action Plans

Annexes

- A1 The EU 2018 C&V Guidelines
- A2 BRACE Programme Summary
- A3 BRACE Communications Working Group and Committee
- A4 BRACE C&V Workshop (December 2019)
- A5A Review BRACE C&V Strategy (Quarter 4 - 2020)
- A5B Review BRACE C&V Messages (February 2021)
- A5C BRACE C&V Messages (2021/22)

Review BRACE MESSAGES (February 2021)

A5CBRACE C&V Messages (2021/22)

Acronyms

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

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



The Programme is funded
by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (update February 2021)





The Programme is funded by the European Union



Introduction

THE BRACE C&V STRATEGY (DECEMBER 2018) The BRACE Communications & Visibility Strategy and the 2019 BRACE Action Plan were first developed in December 2018, following an extensive two-day communication workshop held in August 2019 in Islamabad. The workshop was led by the Local Government Department and Rural Development (LGRDD), Government of Baluchistan (GoB), and was attended by the communications and programme focal persons for BRACE from all BRACE Implementing Partners (IP). During the workshop the key messages, audiences, tools and channels, and activities were discussed and shortlisted. After the workshop a strategy finalisation exercise took place, led by the BRACE TA IP, and each BRACE IP developed their C&V 2019 action plan, in line with the BRACE C&V strategy guidelines.

THE BRACE C&V 2019 MESSAGES 2019 was the first year in which the BRACE IPs used the BRACE C&V Strategy to develop and implement their communication activities and messages. However, the IPs did not yet fully follow or implement the BRACE C&V Strategy Guidelines, in addition the TA IP had a late start, and developed only a limited number of C&V Messages in 2019. Based on the 2019 C&V experiences and the actual BRACE C&V Messages, there was a need to review, and where required to update, the “BRACE C&V Strategy (Version December 2018)”. The review brought to light a number of lessons-to-be-learned and these are summarized below and resulted in updates in the BRACE Strategy and suggestions for BRACE C&V Messages to be developed by the BRACE IPs in 2020. *Although implementation of TA Component C&V Activities was seriously delayed, the RSP IPs were able to complete 90% of their planned C&V activities. See Annex 5A*

THE BRACE C&V STRATEGY UPDATE (DECEMBER 2019) The C&V Strategy Review started with a joint workshop with the communication focal persons from RSPN, NRSP, BRSP and the TA, in the last week of November 2019, to review the BRACE C&V Strategy Document and discuss best-practices and lessons-learned, along with identifying the communication needs for 2020. This was followed throughout December 2019, by detailed discussions with each BRACE IP. The first major improvement in the review and update of the BRACE C&V Strategy was, to ensure that the BRACE Strategy is a jointly owned and shared document and guideline, that is to be used by all IPs. This is demonstrated by activating the BRACE C&V Working Group, consisting of the C&V Experts from each BRACE IP. Another major addition to the earlier BRACE C&V processes, was to explicitly include the Government of Balochistan, and identify the GoB BRACE communication messages for 2020, and the most notable one being the BRACE Programme WEBSITE (<https://brace.org.pk/>) jointly launched by the GoB and the BRACE IPs in September 2020. The BRACE C&V Strategy review and update exercise was meant to be concluded in January 2020 with joint workshops with the IPs aiming to; (a) adopt the final updated (December 2019) BRACE C&V Strategy and (b) consolidate and align all IPs C&V 2020 Action Plans and Messages (outlines), thus making sure that the BRACE IPs act in a coordinated and complementary manner, with clear, and effective communication messages in 2020.

THE COVID-19 PANDEMIC However, from end-February 2020 the COVID-19 Pandemic also struck Pakistan, and a Government lockdown was imposed and most project activities – including the finalization of the BRACE C&V Strategy Update - were put on hold. By September 2020, and through remote and work-from-home work modalities the concluding consultation round was facilitated by the BRACE TA, with the RSP C&V Specialists, to finalize the updated BRACE C&V Strategy and the BRACE IPs Action Plans. The proceedings are presented in Annex 5A. While the final updated BRACE C&V Strategy, the Lessons-learned, and the main challenges, as identified in December 2019, remained valid, the IP C&V Action Plans to-be-identified were to be reset for 2021, in annex 5B



The Programme is funded by the European Union



BEST PRACTICES AND LESSONS LEARNT The review resulted in a useful lessons-learnt which ranged from; questions on the need for adequate C&V Budget resources, to other key factors that limited the effectiveness of a C&V message, to better application of Communication & Information best-practices, and better application of the BRACE C&V Guidelines and finally how to move forward and involve all BRACE Stakeholders, to disseminate the required full portfolio of BRACE C&V Messages.

C&V BUDGET One of the biggest challenges identified was the limited budget available for communications. Especially the NRSP identified its C&V budget as a limitation on possible communication interventions. The communications budget limitations resulted at field level in deployment of field staff to conduct the communication activities. And although, they were equipped with DSLR cameras, the field staff was not able to provide quality usable still or video visuals. This also highlighted the point that the (limited) resources available and allocated to staff for communications activities, need to be properly managed as well, to ensure best value and results of the resources utilized. *Increased C&V Budgets are of course the obvious response to a budget limitation, but through better coordinated C&V activities and messages, a “bigger-bang for the C&V buck” can be achieved, and the 2021 C&V Action Plans of the IPs are to be aligned for better complementarity of C&V messages. Improved cost-effectiveness is also expected from using the C&V Messages Templates which have a dedicated section on budget and costing, allowing the IP(s) to come up with justified C&V Budgets*

SECURITY Security and limitations in logistics were identified as another serious key challenge for programme implementation in general and also in conducting the communication activities; collection of useful C&V materials and dissemination of C&V Messages. The security concerns especially affected the already low participation of women. Gender representation and inclusivity of the marginalised remains therefore a big challenge for the programme activities and the limited ability to communicate effectively with this audience. exacerbates reduced Inclusiveness. *Out-of-the-box thinking is required, when designing possible 2021 C&V Messages, by using different media, to overcome the Security and Logistics limitations.*

EFFECTIVENESS OF THE C&V MESSAGES A general observation, when reviewing the 2019 C&V Activities and Messages, was a perceived limited effectiveness of the 2019 C&V Messages. The IP C&V Specialists first traced this to the technical specifications and conditions of the 2019 C&V Messages, and identified the following factors that limited C&V effectiveness;

- The BRACE social media channels have been operational for some time; however, BRACE has a small community with only 3.000 followers on Facebook. This means that the BRACE social media activities are not reaching or amplifying to their full potential, or what is considered a normal audience of followers.
- Due to the limited number of local journalists in the districts, there have been only a very hence limited number of media interventions on BRACE in Quetta and Islamabad.
- Due to delays in deploying the BRACE TA Team, the BRACE Website launch has been delayed. The BRACE Programme Website came on line in September 2020 as a joint GoB and BRACE IPs C&V message.
- A quick online search for the BRACE programme showed very limited media reporting, even though many media interventions were conducted. This shows that there is a need to ensure that press releases and statements carry the right key words as the use of the right key-words will trigger the on line hit, because a search is often made using these key-words.
- Quite a few newsletters and BRACE E-Bulletins were planned for 2019. However, as work started on them, it was soon realised that one quarterly newsletter would suffice. While discussing this point, the need to use this message with the beneficiary audience was highlighted. A similar message/product geared towards this audience in the Urdu language as this would inspire more confidence in the BRACE programme and it would trigger more reactions from the (Urdu) audience.
- Visual communication is extremely important to reach the BRACE target audience, hence the need to increase the video products was identified.
- There was also a need to amplify the “Noise” around BRACE, i.e. there is a need to put BRACE on the map of the significant development interventions. For this purpose, there should be at least one campaign to promote BRACE, or a series of campaigns can be sequentially organized a series of BRACE related topics.



The Programme is funded by the European Union



CLARITY OF PURPOSE OF A C&V MESSAGE While the limited effectiveness of the 2019 BRACE C&V Messages can be attributed to communication technical issues or features of the Message (see above), a general conclusion was that the 2019 C&V Messages were not designed by clearly considering the Purpose of the Message. Effectiveness can only be meaningfully assessed against the intended purpose of that Message. The BRACE C&V Strategy differentiates between five (5) specific Purposes which a BRACE C&V Message can aim at. See Step 2 of the Strategy, Purposes and Guidelines for the BRACE C&V Messages. By being clearer about the Purpose of a C&V Message, there is greater likelihood that the Message can be better designed, and will be more effective. The review of the 2019 BRACE C&V Messages revealed that most of the Messages were “to INFORM”, while there are clearly other purposes the BRACE C&V Messages are to pursue, i.e. “to MOBILIZE, to EMPOWER, to HOLD ACCOUNTABLE and to INNOVATE”. *It is therefore recommended that the C&V teams within an IP take better notice of the Purpose and the Guiding Principles and the Overarching and Audience Specific Key-Messages as identified in the Strategy Document. As a result, a more balanced and effective portfolio of BRACE 2021 C&V messages can be developed.*

THE GoB STAKEHOLDER In 2019 the Government of Balochistan (GoB) was not mobilized as a full-fledged BRACE Stakeholder. This was mainly due to the TA component not being fully operational. Following the issuance of long-term work-visas for the TA KEs in Q3-2019, the engagement with the GoB started in earnest per Q4-2019, but was put on hold again from Q2-2020, due to the COVID-19 Pandemic lockdown. The GoB is a key stakeholder in the programme, however, there are capacity and resource challenges which limit their input to media interventions. It was noted that specific capacity-building and logistics support is to be provided (mainly from the TA Component) to the GoB, to beef up the GoB BRACE C&V Messages. *A first step will be made through the launch of the BRACE Programme WEB Site. The BRACE 2020 C&V Messages section included a dedicated section for the GoB BRACE Messages to be developed, with support from the BRACE IPs and the TA Component in particular. The second step is to engage with the GoB on “their” BRACE Programme and how they would like to design and disseminate a portfolio of BRACE C&V Messages to the public and other relevant audiences.*

BETTER COORDINATED C&V ACTIONS RESULT IN STRONGER SYNERGY Another conclusion of C&V Review and Update exercise was that the BRACE C&V Strategy Document and the procedures to design BRACE C&V Messages, were not fully internalized in the operations of the IPs. As a result, the coordination between the IPs on C&V Messaging was sub-optimal. *The BRACE C&V Working Group is firstly to play the lead role in coordinating the C&V Activities and Messages of the BRACE IPs, including the GoB. See Step 3 Section 10 and Annex 3 of the updated C&V Strategy Document. Secondly each BRACE C&V Working Group member and C&V Specialist is to act as Focal point for his/her IP Organization, and ensure that the Strategy Guidelines and the Procedures to design effective BRACE C&V Messages – through the use of the BRACE C&V Template - are explained throughout the organization.*

THE BRACE 2020 C&V ACTION PLANS AND C&V MESSAGES The BRACE C&V Strategy Review was concluded with an Update of the BRACE 2020 C&V Messages, either those to be continued, or those to be newly designed and disseminated by the respective BRACE IPs. An important requirement was that the identification and design of the 2020 C&V Messages is done in a systematic and consistent manner, by using the Strategy Guidelines and by developing each C&V Message along the C&V Template. This allowed for better coordinated C&V Messages from the BRACE IPs including the GoB. The review yielded some suggestions that were incorporated into the 2020 C&V Action Plans and Messages are as below:

- Along with continuing the media, visibility items and quarterly newsletter a visual Urdu language newsletter will be added geared towards the beneficiaries. Youth will be a focused priority audience for the coming years since it is the largest demographic group of the population in Pakistan. Furthermore, a hashtag campaign on social media and BRACE ambassador messages through the use of celebrities like Ayub Khoso or the only female vlogger from Baluchistan, Anita, are to ensure that not only the youth will engage with the BRACE programme and amplify the messages, but BRACE also gains share of Voice on in the development discourse.
- Video documentaries and case studies based on human stories and real impact of the programme, will be produced and disseminated through social media and events. Photo stories will be added to the type of communication tools used to share the stories. Additionally, a You Tube channel to be created to host and archive all video products of BRACE.



The Programme is funded by the European Union

BRACE Programme C&V Strategy (Update February 2021)



- To make the most of the social media presence of BRACE, efforts will be made to identify the relevant target audience to join the social media communities these will include relevant government departments, larger development sector and other audiences that may be interested or benefit from the BRACE programme.
- Conducting a hashtag campaign through all communication channels for one week for policy advocacy. Influencers and celebrities to be engaged during the campaign to add to the traction of the messages. Commemoration of International Days to also be used as opportunities to share BRACE messages to the relevant audience.
- Efforts to be made to include the BRACE message in relevant Facebook and WhatsApp group to increase awareness and motivate people to join the programme efforts.
- Design messages and communication approaches that will stimulate communication on, and with gender and minority groups, promoting inclusion, and youth engagement and security concerns.
- Enhancing the communication capacity at the field level
- Conduct a blogger session with leading bloggers in Quetta
- RSPN to draft and lead the communication activities to support the exit strategy for the programme. The activities should be aligned and responsive to the overall programme exit strategy.

The above activities, along with other ongoing activities from previous years were included in the action plan for 2020. However, due the challenges posed by the COVID pandemic, the changes in communication focal persons of IPs, and limited budgets, the majority of the planned activities were not implemented. The communication activities conducted included quarterly newsletters, promotional material, some social media interventions, website development, IEC material, documentary and video stories.

THE BRACE 2021/22 C&V ACTION PLANS AND C&V MESSAGES From September 2020, after the COVID-19 full lockdown was lifted, a series of consultation meetings were facilitated by the TA C&V Experts with the BRACE IP C&V Experts, to review the 2020 C&V Action Plans and the continuing challenges. The needs for 2021 were identified in close consultation with the focal persons of the RSP/IPs. The challenges identified did not differ much from the earlier identified ones, and included

- limited budgets for communications, especially for the NRSP.
- The COVID pandemic exacerbated the limited field travel, and gatherings and events, especially media events and hence the number of C&V events and interventions were limited in 2020.
- The BRACE C&V Strategy Guidelines were used only in a limited manner in 2020 and the BRACE IP C&V Actions Plans were not fully coordinated and aligned. This has led to fragmented communication endeavours and weak communication impact.
- Although the BRACE programme has been in operations for many years (since 2017), yet not many know about it in Balochistan and even fewer in the rest of the country. Communication focal persons in the partner organizations have been changing, which led to delays in, and at times missing the activities.
- The Facebook page is still not being utilized optimally. Although all partners are contributing to the page, however, it is limited to just event coverage and is not being used to share human stories or thematic messaging. Furthermore, since it has a limited audience it is also not supporting the spread of awareness wider than those who already know about it.
- The involvement of the Government officials is also not as much as it should be.
- Content development is also a challenge as there is limited capacity and skill at the field level. Programme communication endeavours are limited to development of IEC material.
- There is also a disconnect between BRACE and the EU communications.





The Programme is funded
by the European Union



In light of the above and the needs identified during the Q3-2020 reviews, the following at the C&V messages and actions that have been incorporated in the C&V plans for 2021:

- The BRACE C&V Working Group should meet on a Monthly basis
- In addition to the visibility items and quarterly newsletter, the media interventions will be enhanced. The social media activities will be increased to include an Instagram and Twitter platform as well which will not only have coverage content, but thematic messages, human stories and relevant blogs. Efforts will be made to take out more visual newsletters in Urdu and other local languages and the same will be shared through the website and social media
- All partners will continue to contribute to the social media and website content
- Smaller advocacy and visibility interventions will be held at the community level in collaboration with relevant government authorities to bridge the gap between the community organizations and the government, to ensure that both audiences are aware and knowledgeable of the efforts being made by both for the communities. These interventions will be widely circulated on the social media channels and through media
- Due to COVID and budget issues, international days were not commemorated last year, however in the coming year more effort will be made to commemorate the relevant days at the community and/or provincial level.
- Video documentaries and case studies based on human stories and real impact of the programme, will be continued, starting with the editing of the remaining captured stories. The video stories will be shared on the social media channels. An effort will be made to develop photo stories this year.
- To enhance the capacity of the focal communication persons to conduct programme communications, the consultant will provide guideline documents and training sessions on digital communication as required. Similarly, case studies from other countries for similar interventions will also be shared. A training session on photography and video stories for field staff will also be conducted. These activities can be conducted online.
- Enhanced programme communication activities will include IEC material in local languages, local language radio programme, Robo calls and SMS. It was also suggested that single IEC material be produced for all community interventions so that there is consistency in messaging. Therefore, one partner can design and others can reproduce as per their requirements and budgets.
- Efforts will be made to conduct hashtag campaigns to engage youth online. This will also help in increasing the social media followers.
- RSPN to draft and lead the communication activities to support the exit strategy for the programme. The activities should be aligned and responsive to the overall programme exit strategy.

The BRACE IP; C&V Working Group

Amena Kamaal, C&V Specialist, BRACE-TA
Bilal Ahmed, IT/MIS Expert, BRACE TA
Omer Farooq, Communication Manager, RSPN
Zeeshan Khan, Communication Manager, NRSP
Zainab Kakar, Communication Manager, BRSP



The Programme is funded
by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



How to Use BRACE C&V Strategy Guidelines



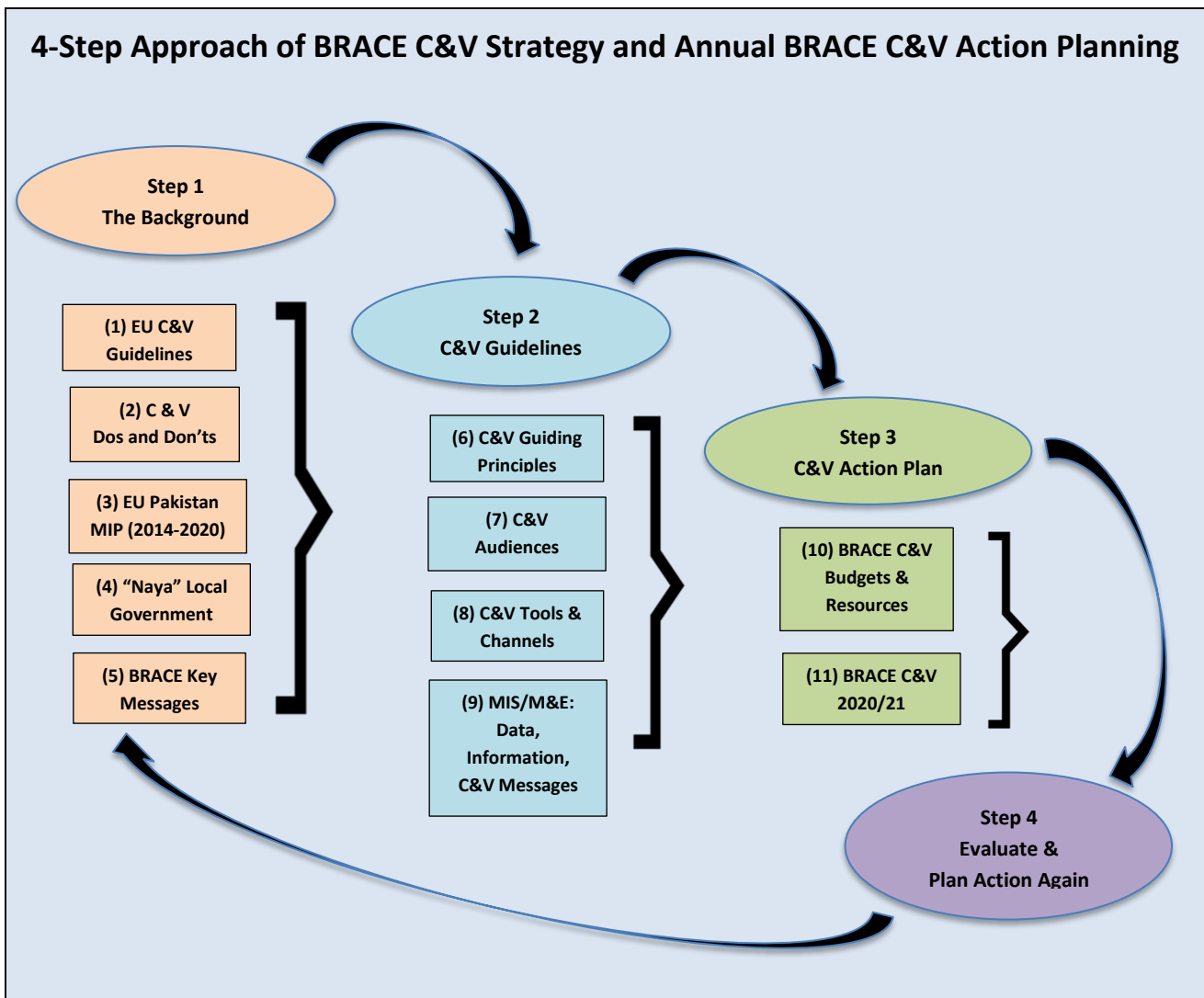
The Programme is funded by the European Union



How to Use the BRACE Programme C&V Strategy Guidelines

The EU-funded Balochistan Rural Development and Community Empowerment (BRACE) Programme Communication and Visibility (C&V) Strategy document presents the Guidelines to identify the portfolio of BRACE C&V Messages. The BRACE C&V Strategy follows **a four-step approach**, that is captured in the diagram below **with 11 specific reference points**:

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

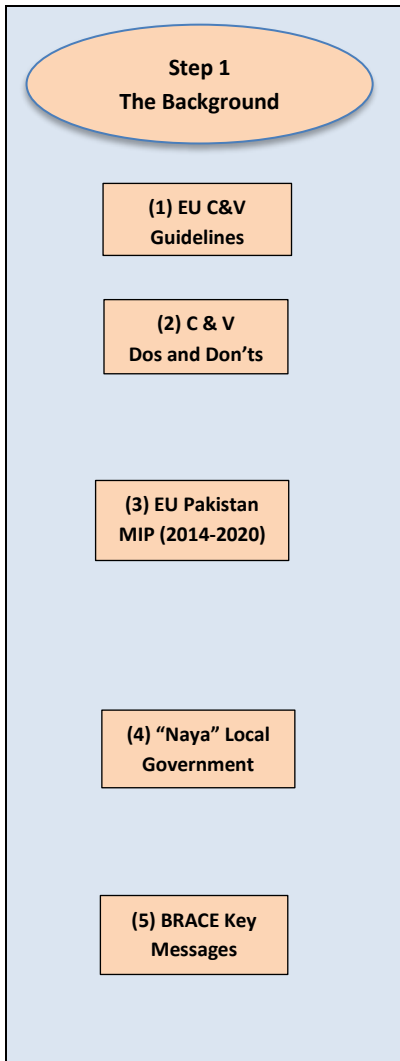




The Programme is funded by the European Union



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



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

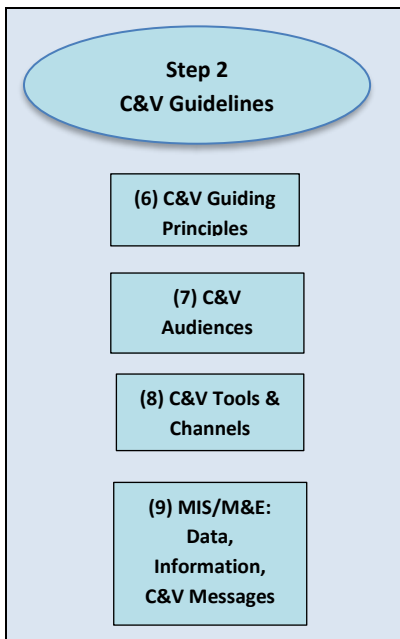
Firstly, any C&V Message of an EU Project or Programme is to be guided by a set of clear instructions from EU Brussels. These instructions are captured in the **EU Communication and Visibility Guidelines (2018)**. A summary is presented in the main document and the full EU C&V Guidelines (2018) are presented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

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

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

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

The EU-Funded BRACE Programme has ToR/DoA that prescribe the expected outputs and outcomes for each of the BRACE Implementing Partners. The PFM Component started in 2014. The three Rural Support Programmes (RSP) and the BRACE TA started in 2017. In August 2018 a BRACE C&V Workshop was held to identify the **key-messages that should accompany the deliverables by the BRACE Programme IPs**. These key-Messages should be worked out in a specific (2021) C&V Action Plan.



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

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

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

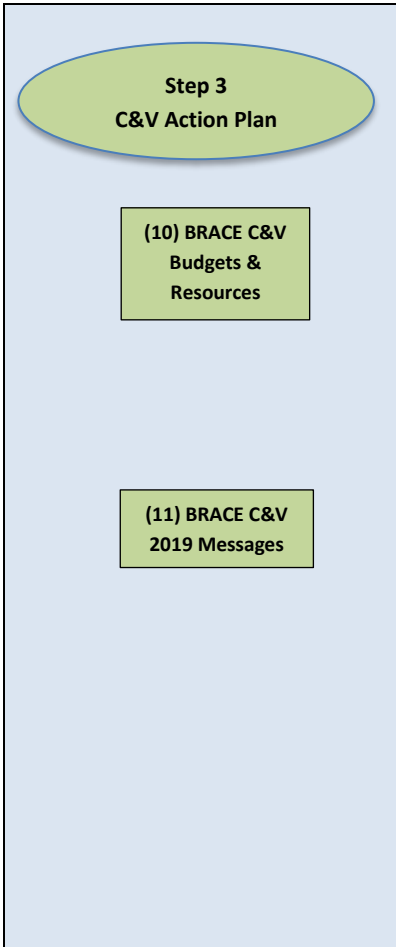
It also presents a structured **inventory list of possible Tools and Channels** that can be used. This list is to be used to select the right Tool and Channel which are best suited for a specific purpose, audience and message

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



The Programme is funded by the European Union

BRACE Programme C&V Strategy (Update February 2021)



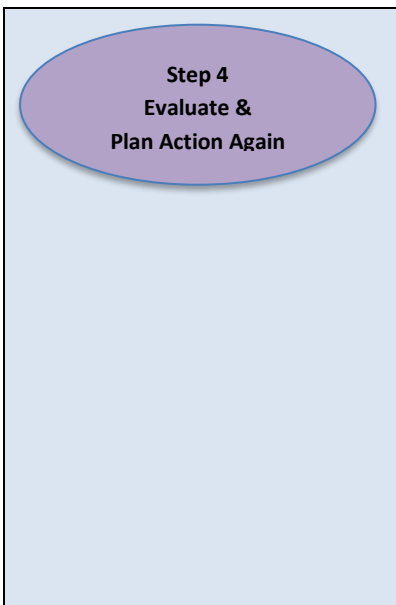
Step 3 C&V Action Planning consolidates the Step 1 Background with the Step 2 C&V Guidelines. Starting from the available BRACE C&V Budgets and other Resources, the BRACE Implementing Partners (IPs), in consultation with the GoB and EUD, can identify the 2021 Annual Action Plan of BRACE C&V Messages.

Before identifying the possible Annual portfolio of BRACE C&V Messages, that are to be designed and delivered, it is imperative to get clarity **on the Budget and other Resources that are available for BRACE C&V activities and outputs**. Each BRACE IP has its own C&V Budget. For C&V Messages that are designed or disseminated by several IPs, or messages that are targeted at the same audiences, there is a need to coordinate the use of the C&V Budgets of the respective BRACE IPs. This section explains the procedure to coordinate the C&V Budgets and Resources, to arrive at a coordinated BRACE Programme 2021 C&V Action Plan.

This section provides the template and a procedure to consolidate Step 1 and Step 2, to arrive at the 2021 portfolio of BRACE C&V Messages. The update started with the consultative and participatory BRACE C&V Workshop (December 2019), in which the communication focal persons of the partners participated. During the workshop the challenges and future communication needs were identified. This was followed by another workshop to consolidate the plans for 2020 and consequent review meetings to build the 2021 plan. **Using this BRACE C&V 3-Step Approach of the C&V Strategy Document, we identified a preliminary portfolio of 2021 C&V Activities and Messages.**

The preliminary 2021 Portfolio of BRACE C&V Messages is to be discussed with all BRACE IPs, the EUD and the GoB, and adapted where required, and then **to be adopted as the finalized 2021 C&V Action Plan**. The C&V Action Plan for 2021 is to add communication to the activities and outputs of the BRACE Programme, thereby supporting the successful implementation of the BRACE Programme.

The 2021 C&V Action Plan should indicate how the **C&V Messages are prioritised**.



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

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

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



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)

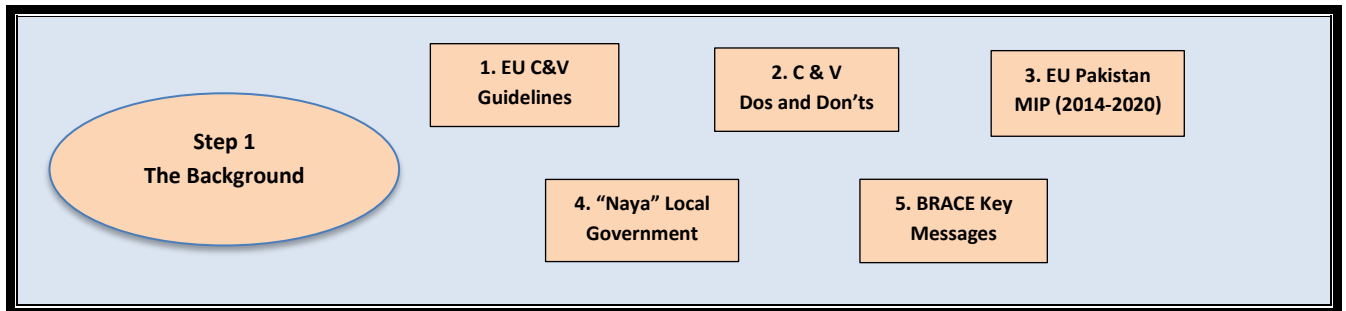


1

Step 1 The Background



The Programme is funded by the European Union



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

1. The EU Communication & Visibility Guidelines (2018)



Any C&V Message of an EU Project or Programme is guided by a **set of clear instructions from EU Brussels**. These instructions are captured in the EU Communication and Visibility Guidelines (2018). A summary is presented below and the full EU C&V Guidelines (2018) are presented as an Annex. The complete guidelines are available at

https://ec.europa.eu/international-partnerships/comm-visibility-requirements_en

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

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



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



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



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



The Programme is funded
by the European Union



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



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



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



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



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



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



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



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



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



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



The Programme is funded by the European Union



2. C&V “Dos and Don’ts”



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



Dos

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

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

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

Do document success factors and useful lessons

Do prioritise the audiences, messages and activities

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

Use the tool most suited for the audience & message

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

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

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

Be careful of cultural sensitivities

Do be sure to include and address all segments of society

Do use more visual and video material to facilitate those who may not be too literate

Do explain through examples and humanise the content

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



Don'ts

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

Don't lecture people in the messages but engage them

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

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

Don't use all tools and channels for all activities

Don't use very small print that is not readable

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

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

A newsletter should not cover a too long period or be too long, then it is no longer a newsletter. Realize that long publications are very rarely read, especially if the audiences are not identified/targeted properly

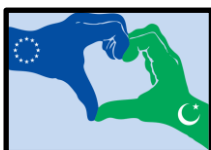
Don't choose communication tools and styles according to your own convenience, but according to the use and accessibility of the target audience.



The Programme is funded by the European Union



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



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



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



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

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

Specific Objectives:

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

Expected Results

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

Preferably implemented by a sector-based approach and sector BS

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

Specific Objectives:

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

Expected Results

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



The Programme is funded by the European Union



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



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



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



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



Decentralise planning and development to the local level



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



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



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



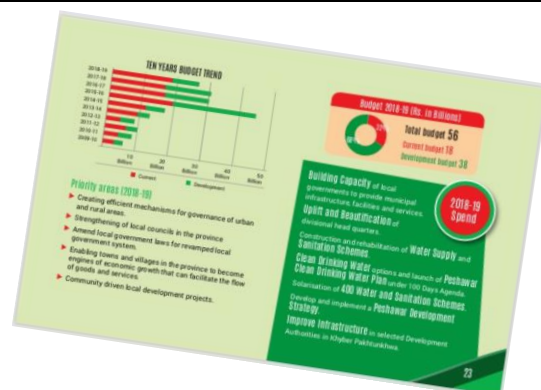
Allow local governments to use opportunities for self-financing at the local level through partnerships



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



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





The Programme is funded by the European Union



5. BRACE Key – Messages



The BRACE Programme is guided by its ToR/DoA that prescribe the expected outputs and outcomes for each of the five BRACE Implementing Partners. The PFM Component (Oxford Policy Management) started in 2014. The three Rural Support Programmes (BRSP, NRSP and RSPN) and the BRACE TA (Human Dynamics) started in 2017. There is already a clear set of objectives and deliverables which the BRACE Programme is to deliver. Annex 2 presents a summary of the BRACE programme Structure. This section presents the BRACE Programme key-features and the first outlines of BRACE C&V Key-Messages, which were identified in the BRACE C&V Workshop in August 218.

BRACE Programme Key-features

PROGRAMME SYNOPSIS

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



THE BRACE PROGRAMME COMPONENTS ARE FUNDED BY THE EU

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

BRACE Overall Objective Support the Government of Balochistan (GoB) in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and to turn this into opportunities to build and empower resilient communities participating actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities

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

Specific Objective 2) To foster an enabling environment for strengthening the capacities of local authorities to manage and involve communities in the statutory processes of the local public sector planning, financing and implementation process.



The Programme is funded by the European Union



BRACE Programme C&V Strategy (Update February 2021)

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

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

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

THE PRESENT

THE FUTURE

THE ROLE OF THE EU

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

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

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



The Programme is funded by the European Union

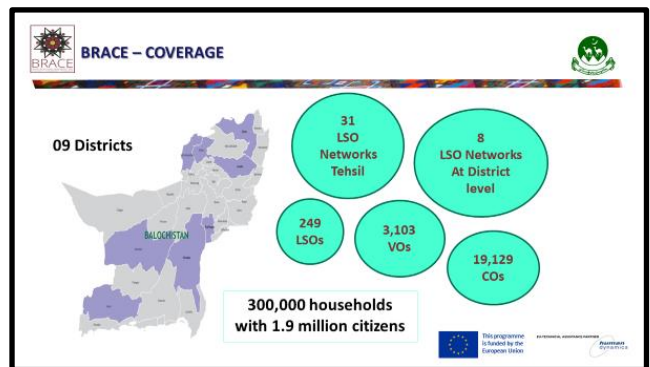


BRACE Programme Key-Messages

The Mission and Vision of the BRACE Programme is to inspire the people of Balochistan and to encourage them to improve their lives by Community Development and Community Empowerment (CD/CE) that result in socio-economic development activities on a sustainable basis in partnership with local authorities. The BRACE CE/CM programme, is implemented through the 249 UCs in 9 Districts, focuses on empowering citizens and communities and providing them with the means to implement community-driven socio-economic development interventions. BRACE is also to amplify their voice and capability to influence public policy decision-making through active engagement with local authorities for quality, inclusive, and equitable service delivery, and civic-oversight.

BRACE is also to support the Government of Balochistan to foster an enabling environment for strengthening the capacities of local government/authorities to manage and involve communities in the statutory local public sector planning, financing, and implementation processes, guided by a CM/CE enabling Strategic policy and Fiscal Framework. To this end the Programme has a Public Finance Management (PFM) component, implemented by OPM, the strategic policy framework is to define clearly the fiscal and regulatory frameworks, budgetary processes and commitments to a multi-annual budgetary framework, with possible sector budget support, and well defined institutional arrangements.

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



A Coherent Communicating & Visibility Strategy and Actionable C&V Action Plan is needed because the programme is implemented by multiple development partners under the leadership of the Government of Balochistan, facilitated by EU funded Implementing partners, with multiple stakeholders and audiences being targeted. Thus, Synergy and consistency in C&V messages are a first necessity. This BRACE C&V Strategy Document and the BRACE 2020 C&V Action Plan provide the C&V guideline and develop the annual C&V workplan:

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

THE BRACE C&V WORKSHOPS (Dec 2019 – Jan 2020) provided a first inventory of the BRACE communication needs, the possible target audiences, the appropriate tools and channels and a first outline of BRACE C&V key-messages. The two C&V workshops were attended by the communication focal persons of the BRACE Programme Implementing Partners, and the senior officials of the EU Delegation. The workshops also identified what worked and what did not, along with the challenges and successes, while implementing the 2019 C&V Action Plan. One of the biggest challenges identified was insufficient communication budgets and access to all communities due to security reasons. The most successful activities have been the video case studies and meaningful media engagements. The C&V workshops also discussed each aspect of the BRACE communication plan starting from the communication needs and the communication objectives, and identified the target audiences, that would shape the key messages, tools & channels, type of communication activities, to be undertaken by the BRACE Programme, along with practical details like economical ways of using resources and limited capacity of capturing visuals at the field level.

INTERNAL & EXTERNAL COMMUNICATION Broadly, communication can be broken down into two categories - internal and external communication. Internal communication denotes a type of communication within the organisation and external communication is an exchange of information and messages between an organisation and other



The Programme is funded by the European Union



BRACE Programme C&V Strategy (Update February 2021)

organisations, groups or individuals outside is formal structure. Within the BRACE Programme a focus on improving internal communication within the Government of Balochistan and with the implementing partners at all levels will contribute towards better cooperation, understanding and teamwork. Similarly, stronger internal communication management will help foster a feeling of belonging, which in turn increases the productivity and improves the efficiency in service delivery. External communication is referred to as the gateway which keeps an organisation and the external environment connected. For the BRACE Program, external communication activities will educate, inform, advocate and persuade key external audiences about actions being taken and to take actions.

ELEVEN (11) BRACE KEY MESSAGES were formulated on the basis of the BRACE Objectives and the Communication Needs that were identified in the workshop. Two types of Key messages were identified; **(1) Overarching Messages and (b) Audience-Specific Key-Messages**. This BRACE Programme C&V Strategy Document builds on the C&V Workshop key-messages and operationalized the recommendations into (a) an agreed BRACE Programme C&V Communication Strategy with clear step-by-step Guidelines, and (b) a specific BRACE 2021 C&V Messages Action Plan. The overarching messages stay consistent from last year, with the addition of a message around the exit strategy.

Overarching Key-Messages

Audience Specific Key-Messages

Overarching Key-Messages

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

Description relevant to the key-message .

<p>1) The European Union is supporting the Government of Balochistan, to execute the province’s largest community-led development sector initiative targeted at 9 districts.</p>	<p>Use facts and figures to support this key-message: remind the audience that the BRACE programme will work with 2500 council members, 300 chairs and vice chairs of elected councils, 200 Union Councils Secretaries and other Government of Balochistan Local Government and Rural Development Department staff. Also use the relevant indicators to demonstrate the impact that to be achieved.</p> <p>The message about EU support will be more effective by using all opportunities to include messages from the EU Ambassador in the materials, and referencing to the EUD Website, explaining what the EU is and why it supports Pakistan https://eeas.europa.eu/delegations/pakistan/1327/pakistan-and-eu_en</p>
<p>2) BRACE provides opportunities for the Government and communities to partner with each other for development and betterment of their communities, thereby finding sustainable solutions for poverty reduction</p>	<p>This is a core message which will be repeated and made credible through numerous stories of cooperation which help overcome challenges prioritised by communities</p>



The Programme is funded by the European Union

BRACE Programme C&V Strategy (Update February 2021)



<p>3) BRACE works through thousands of Government and Local authority Officials, to strengthen technical and human resource skills and capabilities and the institutional and inclusive positioning of 1.9 million Pakistani citizen (294,713)</p>	<p>This is a ‘how’ message that is to be conveyed through stories which demonstrate how - capacity building, which is a core methodology and means to sustainability – provided to the citizens will facilitate the very changes they desire</p>
<p>4) BRACE also works to develop an evidence based Local Development Policy Framework for Balochistan that is relevant to the area and synchronized across all sectors to support rural development through a community led development approach</p>	<p>For this key-message to sound reliable and to have meaning for the beneficiaries and wider public, the stories must demonstrate and make transparently clear, HOW the Local Development Policy Framework will result in more meaningful results for citizens than the current approach, i.e. the BRACE intervention methodology should be understood, to be more effective.</p> <p>In addition, the results themselves need to be shown through reliable and easy to be understood outcome and impact indicators</p>
<p>5) BRACE works on the principles of equal opportunity and is to ensure that women empowerment, gender sensitivities and 100% coverage of people with special needs, are included in the provision of the health insurance, and other social services to the poorest.</p>	<p>Concerns about gender equality are a significant source of mistrust. Therefore, stories about women participating in the project are essential, and will help overcoming huge obstacles in their daily life, and these stories must be told with great sensitivity and highlight the less challenging benefits first, such as ability to help feed their families, or treat sick family members. Other benefits of including women might include their roles. Because women are responsible for cooking and cleaning, they need to understand how to reduce sources of disease, better nutrition. Women are also naturally inclined to focus on finding nearby safe sources of water – which makes it safer to fetch water and also to keep their families healthy.</p>
<p>6) As BRACE enters its final phase, it builds on sustainable interventions transferring continuity to the local government and communities. In this last phase there is an emphasis on the pushing the required policies to support the continuity of the BRACE efforts.</p>	<p>As the project moves towards its last phase, it will be important to ensure that the sustainability measures are initiated. It will be even more important to inform the stakeholders and beneficiaries about end of programme and the sustainability measure and their actions required in this regard.</p>



The Programme is funded by the European Union



Audience Specific Key-Messages

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

Audiences are INTERNAL or EXTERNAL

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

INTERNAL: TARGET AUDIENCE: INFLUENCERS & PROJECT TEAM Description relevant to the Key-Message

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

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

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

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

INTERNAL: TARGET WIDER AUDIENCE WITHIN GOVERNMENT Description relevant to the Key-Message

7) The BRACE programme is a vehicle to help improve the lives of 1.9 Baloch citizens. Government OWNERSHIP of the BRACE Programme is a key-message that will ensure that the Government will puts in place the innovative Balochistan Local Government policy and fiscal framework. This key-message should also flag that the European Union, intends to support the Innovative Balochistan Local Government Policy with Budget Support.

Establish effective BRACE internal MIS and M&E progress implementation and performance reporting system to ensure that the BRACE success stories can be immediately be corroborated by facts, and make sure the Government endorses these facts.

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

Make sure that both the (a) Local Government POLICY and (b) the Local Government FISCAL FRAMEWORK, are worked out and formally promulgated or Notified by the relevant Government of Balochistan Authorities



The Programme is funded by the European Union

BRACE Programme C&V Strategy (Update February 2021)



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

8) BRACE is a transformative model programme designed to build (new) government and community capacities to work together, to find sustainable solutions to address poverty and generate growth.

BRACE builds on past successes and is funded by the European Union, and is to include Budget Support to fund priority initiatives for communities.

BRACE represents Balochistan' with its biggest initiative to date, to improve the lives of its people.

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

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

Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries

Ensure that participating communities are knowledgeable about how to participate

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

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

9) BRACE can give you and your community trainin and support to address some of your most pressin problems.

BRACE will also facilitate that government fundin will be provided for your priority projects which yo can develop for your own community.

BRACE is to trigger a life-changing and importar opportunity for you, and the means to demand you rights and hold elected officials and the govermer accountable.

Build communities and ensure gender equity.

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

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

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

Ensure that participating communities are knowledgeable about how to participate

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



The Programme is funded by the European Union

BRACE Programme C&V Strategy (Update February 2021)



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

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

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

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

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

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

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

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

EXTERNAL: MEDIA Description relevant to the Key-Message

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

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

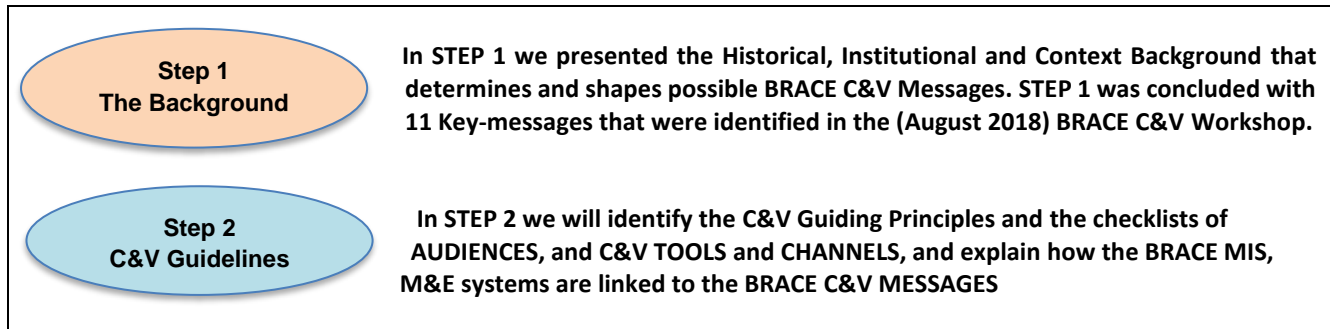
Messages are to be “taken over” by the MEDIA The MEDIA have to be convinced of the BRACE merits, showing examples of what has been or can be achieved with the BRACE approach. For this reason, it should be appreciated by the MEDIA that it is of great relevance for the MEDIA to carry those messages to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

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

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

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

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





The Programme is funded
by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



2

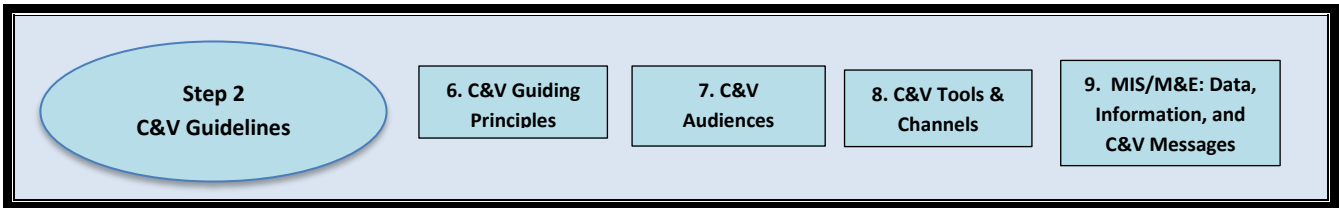
Step 2 The C&V Guidelines



The Programme is funded by the European union



BRACE Programme C&V Strategy (Update February 2021)



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

6. C&V Guiding Principles

6.1. FIVE C&V Guiding Principles

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





The Programme is funded by the European union



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

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

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



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



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

The Empowerment Messages essentially address Political Economy issues and the Empowerment Messages are therefore to be crafted carefully. To be effective, the different audiences need to be sensitized in different manners on the power structure imbalances and the lack of “VOICE”. Beneficiaries, Communities, CBO, and the Media are the key



The Programme is funded by the European Union



target Audiences of these Empowerment Messages. These audiences need to be addressed in an almost “personal” manner, most often in the local language, and/or in face to face meetings, to ensure first, that a basic level of trust is established, from where to start the empowerment processes.

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



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

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

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



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



The Programme is funded by the European union

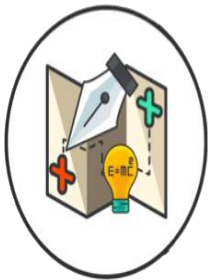
BRACE Programme C&V Strategy (Update February 2021)



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

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

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



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

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



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



6.2. From C&V Guiding Principles to Audiences, Tools & Channels to C&V Messages

- First we have to be clear on the WHY, or the PURPOSE and MAIN REASONS of a C&V Message, i.e. we have to select a GUIDING C&V PRINCIPLE.
- Then we should be clear on the TARGET AUDIENCE we want to inform or have a two-way communication with. The possible Target Audiences are Internal or External and presented in the next section (7)
- Then we have to select from the available C&V TOOLS & CHANNELS how we will design and shape the BRACE C&V Message. The possible range of C&V Tools and Channels are presented in section (8)
- Finally, we have to be clear which BRACE IP is taking the lead in designing and disseminating that C&V Message. The BRACE Programme is implemented by 5 Implementing Partners (IP); BRSP, NRSP, RSPN, TA/HD, and PFM/OPM. Each of IP has a responsibility to design and disseminate its relevant BRACE C&V Messages. The C&V Budgets and Resources of that IP determine the scope and breadth of the C&V Messages we can design and disseminate, and this is further explained in Step 3/10.
- Another leader or initiator of BRACE C&V Messages can be the GoB. When BRACE C&V Messages are designed and disseminate by the GoB this immediately shows that the GoB has taken ownerships of the BRACE Programme. However, it may well be that the GoB entities (to be) tasked with such BRACE C&V Messages, will need support and capacity-building from the IPs, in particular the BRACE TA IP. In the last year, we noted that this aspect was not as strong, and special efforts need to be made to ensure that GoB is an active communicator on BRACE.

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

6.3. The BRACE C&V Messages Identification Template

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

BRACE C&V Messages Identification Template		
C&V Message	Title and Purpose Description	
1/2/3/4/5	[#/## /LEAD] serial number specific C&V Message Guiding Principle# / ## sub-number, Use box to succinctly enter purpose and reasons for the C&V Message, and in the summary table only brief text, in the template one can be elaborate	
Audience(s)	C&V Lead	Budget
List the audiences	Specify the IP-lead: BRSP, NRSP, RSPN, TA/HD, PFM/OPM or GoB	Specify cost implications and the sources of funding
Channel & Tools / Activities		
Enter details of the activities related to the C&V Message and features of the Tools and Channels to be used and details on the Frequency, in this box and enter in full detail, and in the summary list only a brief description		



The Programme is funded by the European union



7. C&V Audiences

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

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

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

EXTERNAL: Media, Influencers, Beneficiaries and Wider Audience

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

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

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

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

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



The Programme is funded by the European union



BRACE Programme C&V Strategy (Update February 2021)

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



The Programme is funded by the European union



BRACE Programme C&V Strategy (Update February 2021)

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



The Programme is funded by the European union



8. C&V Tools & Channels

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

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

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

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

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

The relevant tools and channels are grouped per audience:

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



The Programme is funded by the European union



BRACE Programme C&V Strategy (Update February 2021)

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



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



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

Implementation, Output, Outcome and Impact

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

BRACE MIS and M&E Systems

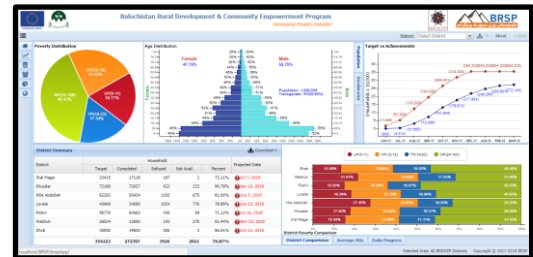
The MIS and M&E systems contain very detailed information on the BRACE Programme. The BRACE C&V Messages that draw information from the MIS and M&E systems are most likely to report on aggregated or summarized implementation progress data, e.g. the total percentage spending against an available budget,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

The BRACE monitoring and evaluation systems will gauge the following:

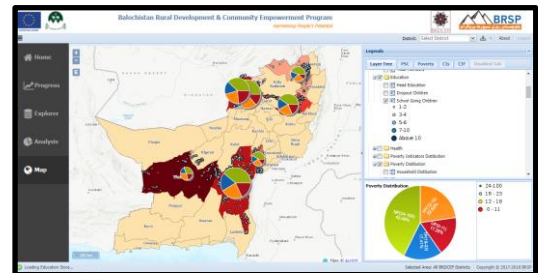
- Execution of activities
- Efficacy of the activities in communicating the key messages
- Increase in awareness of BRACE and its interventions amongst all stakeholders and
- Positive perceptions of BRACE
- Recognition of the benefits of BRACE
- Active participation in and advocacy for BRACE

BRACE Databases and Dashboard

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

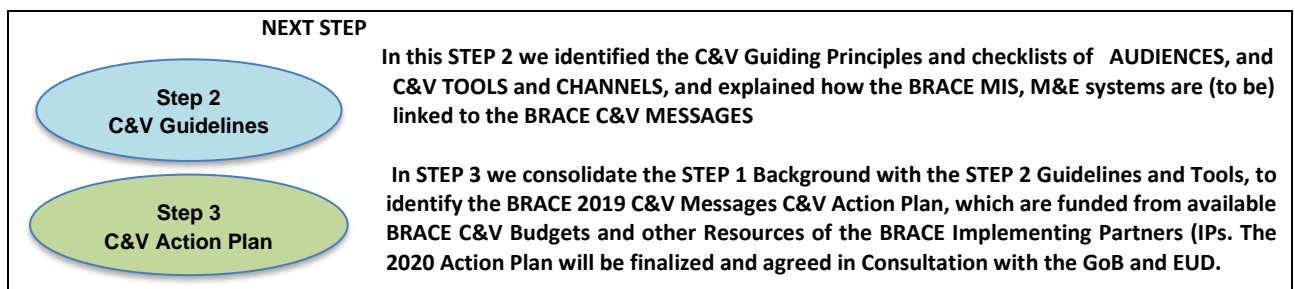


The BRACE program heavily depends upon huge datasets for decision making and to accomplish timely reporting. State of the art technologies provide support in field operations to optimize the use of technology to uplift the people from poverty. BRACE IPs operate a Realtime Spatial Decision Support System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



BRACE Action Research

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





The Programme is funded
by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)

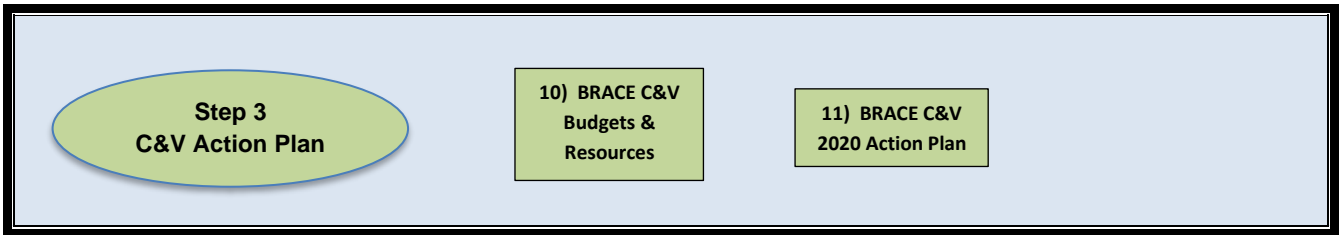


3

Step 3 The BRACE 2021 C&V Action Plan



The Programme is funded by the European union



10. BRACE C&V Budgets and Resources

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

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

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

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

However, in case the 10% amount is not enough, then efforts should be made to seek further approval from EU or the Government of Balochistan to spend a higher portion on C&V. It should be noted that in the transformative BRACE Programme, there will be a strong overlap between the C&V Activities and Capacity-building activities, especially when for the two-way communication C&V Messages, thus we may adopt a flexible approach to the 10% rule and approve C&V Messages and Budgets on its own merits, and focus on C&V Action Plan and the 2021 Portfolio of C&V Messages.

Resourcing and Staffing of the C&V Team

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

A Communication Working Group should be formed consisting of communication focal persons from all partners working on the BRACE Program. Communication activities should be divided amongst the partners as per their strengths and relevant program areas, however, common communication activities will be implemented by all partners under the leadership of the Government of Balochistan. It is imperative to ensure Government participation in the committee for enhanced ownership and integration of the actions.



The Programme is funded by the European union



11. BRACE 2021/22 C&V Messages

The C&V Messages Action Plan for 2021/22 is to facilitate turning communication ideas into activities that can be implemented collectively, to support successful implementation of the BRACE Programme. The C&V Messages are ultimately, to support the achievement of the BRACE Programme goals

Based on a consultative and participatory review process with all the partners and later endorsed through a joint BRACE C&V Workshops , in which all IPs participated, the past year’s activities were reviewed and based on the learnings revised the key messages and also drafted the 2021 C&V Strategy. By following a 3-Step Approach the C&V Strategy was OPERATIONALIZED, and a draft portfolio of 2021 C&V Messages and Activities was identified.

The draft 2021 Portfolio of BRACE C&V Messages will be discussed with all BRACE IPs, the EUD and the GoB, to be adapted and then worked out in detail, using the C&V Messages Identification Template. The finalized C&V Messages are then to be adopted as the 20201/22 C&V Messages Action Plans.

BRACE C&V 2021/22 MESSAGES – Summary

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

	Purpose Title Description	Activity Description	Audience	Tool/ Channel	LEAD	Timeline	Q1	Q2	Q3	Q4
(1) Inform	Create awareness about the programme and the activities amongst all audiences	Continue to develop and share messages and information about the BRACE Programme and its goals and objectives.	Project Team Influencers Wider Audience Media	Quarterly Newsletter Leaflet in English, Urdu and Regional Languages		Ongoing	x			
				Dedicated BRACE Programme website			x	x	x	x
				Dedicated Facebook Twitter, Instagram platforms for the BRACE Programme			x	x	x	x
				3 minute documentaries				x		x
				Case Studies Videos			x	x	x	x
				Participation in relevant Facebook Groups			x	x	x	x
				Media	Media Field Visit and Face to Face Briefing meetings		Twice a year		x	x
				Press Releases and articles		Ongoing as required	x	x	x	x
			District Teams Beneficiaries	Design, print and disseminate Panaflex Posters, banners in key community locations to show the process flow and positioning of		Once with each district team	x	x		



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



				the BRACE Programme in local languages						
	Ensure visibility of EU amongst the community, GoB & Development partners	Ensure branding of EU is placed on all communication and information material using the EU Branding Guidelines	All Audiences	All communication products and material to carry the EU logo and branding as per the EU guidelines		Ongoing	x	x	x	x
		Develop Signage with EU guidelines for the Project offices and Local Community centers where BRACE Programme is being implemented	All Audiences	Outdoor signage of the BRACE Programme with the EU logo in project areas		Once	x			
	Provide oversight to EU and GoB	Share regular information and progress updates	Project Team	Share reports and presentations through a specially created email, for the BRACE programme		Once a quarter	x	x	X	x
			Project Team and Senior Members of the GoB	Create a close whatsapp group and ensure regular information flow on progress, achievements and gaps through audio/video/text messages		ongoing	x	x	x	X
			All Audience	E-Newsletter		Twice a year		x		x
			Project Team, Influencers, Wider Audience Media	Seminar on the Progress of the BRACE Programme		Once			x	
			Media	Press Kit (Press Brief, Fact Sheet, Press Release)		Once			x	

Guiding Principle	Activity	Audience	Tool/ Channel	LEAD	Timeline				
						Q1	Q2	Q3	Q4
(2) Empower	Equip beneficiaries and communities with the information and knowledge to empower them to take actions of their development and progress	Beneficiaries	A step by step guide printed in full colour with images and easy language text explaining the benefits of the BRACE Programme and what actions beneficiaries and communities need to take		Ongoing		x		
			An animated explanatory					x	



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



				video and illustrated digital content placed on Facebook and shared in meetings						
	Equip the Youth the information and tools to take action for their development	Engage the youth of the target districts in a knowledge dialogue on the steps they can take to contribute towards development	Beneficiaries - youth	Hashtag campaign on social media channels		Once		x		x
	Equip communication focal persons and field staff to capture content and execute programme communication activities	Build the capacity and skills of communication focal persons and field staff on photography, mobile videos and programme communications	Field Staff Communication focals	Training guidelines and Online Trainings sessions		Once	x			

Guiding Principle	Activity	Audience	Tool/ Channel	LEAD	Timeline				
						Q1	Q2	Q3	Q4
(3) Mobilize	Advocate and build buy in with GoB and Parliamentarians	Influencers Wider Audience	Parliamentary committee and GoB meetings		Once		x		
			Twitter hashtag campaign with messages with call to action for GoB and Parliamentarians tagging them		One Campaign				x
			Media sensitization workshop leading to articles from the media highlighting the needs and required actions from GoB and Parliamentarians		Once		x		
	Advocate with citizens and communities for their ownership	Hold Student Union interactions at the community level to mobilize students to get involved and advocate for the BRACE Programme	Beneficiaries	Meetings/Seminar with students unions at the district level		Once in each district			x
Advocate with the development partners for stronger partnerships	Bi-lateral and Multi-Lateral discussions to build linkages with other development	Influencers Wider Audience	Meetings held with GoB and development partners		Once		x		



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



		partners working on similar issues							
--	--	------------------------------------	--	--	--	--	--	--	--

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

Guiding Principle	Activity	Audience	Tool/ Channel	LEAD	Timeline	Q1	Q2	Q3	Q4	
(5) Innovate	Encourage and support relevant departments within GoB to develop new strategic framework	Hold a policy dialogue with Senior Representatives from GoB and experts to start the discussion on the new strategic framework	Influencers	Dialogue session		Ongoing			x	
	Improve Community Development/Community Empowerment initiatives	Workshop to share best practices and lessons learnt to develop improved initiatives	Development and social sector organizations	Workshop held in Quetta with CBOs, NGOs and other development partners		Once		x		
	Improve visibility of the impact of the programme through influencers	Vlogger coverage by a local blogger or celebrity	All	Social Media channels		Once			x	
		Blogger Meet Up	All	Web and Social Media channels of Brace and the Bloggers		Once		x		



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)

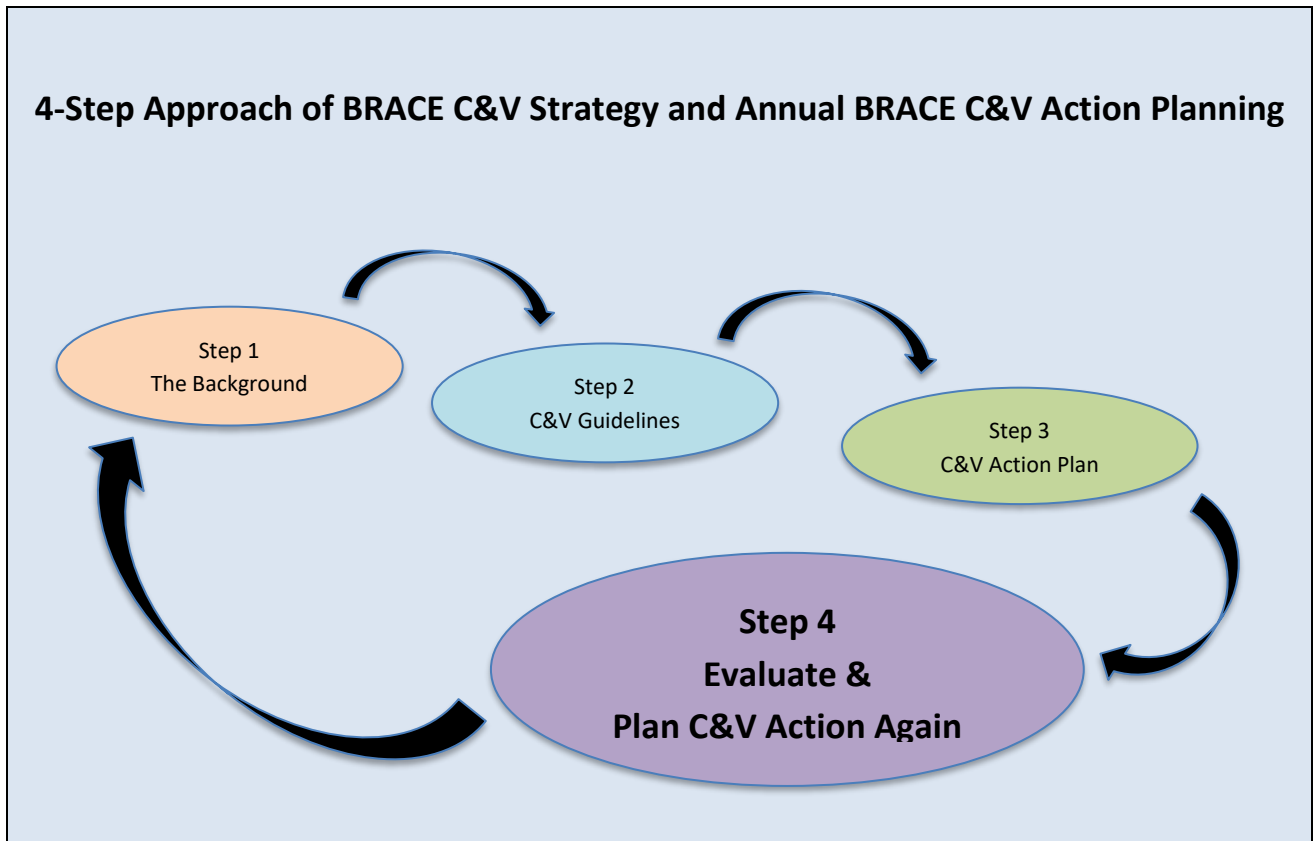


4

Step 4 Update Annual C&V Action Plan



The Programme is funded by the European union



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

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

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

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

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



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



Annexes

- A1 EU C&V Guidelines (2018)**
- A2 BRACE Programme**
- A3 BRACE Communications Working Group & Committee**
- A4 BRACE C&V Workshops**
- A5A Review BRACE C&V STRATEGY (Q4-2020)**
- A5B Review BRACE MESSAGES (February 2021)**
- A5C BRACE C&V Messages (2021/22)**



The Programme is funded
by the European Union



Annex 1 EU C&V Guidelines (2018)



EUROPEAN UNION



یورپی یونین

EU Logo Rationale and Description

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

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

EU LOGO SIZE AND COLOUR ON DIFFERENT BACKGROUNDS

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

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



This project is funded by the
European Union



A project implemented by
Human Dynamics Consortium



The Programme is funded by the European union



BRACE Logo Rationale and Description

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

BRACE LOGO SPECIFICS

LOGO CLEAR SPACE

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

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



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European union



BRACE

TYPEFACE DETAILS

TYPEFACE

BRACE

OPEN SANS LIGHT

ABCDEFGHIJKLM

NOPQRSTUVWXYZ

abcdefghijklm

nopqrstuvwxyz

1234567890

TYPEFACE

BALUCHISTAN RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT PROGRAMME

NEXT ART LIGHT

ABCDEFGHIJKLM

NOPQRSTUVWXYZ

ABCDEFGHIJKLM

NOPQRSTUVWXYZ

1234567890



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European union



BRACE

COLOR SPECIFICATIONS

CMYK Full



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



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



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



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

CMYK Full Grayscale



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



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



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



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European union



BRACE

LOGO USAGE

LOGO USAGE
AGAINST DIFFERENT
BACKGROUNDS



AGAINST WHITE



AGAINST BLACK



AGAINST LIGHT PICTORIAL



AGAINST DARK PICTORIAL



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European union



General Sequence of Logos on Publications/IEC

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

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





The Programme is funded by the European union



SUGGESTED GUIDELINES FOR SIZE AND DURATION OF DIFFERENT PRODUCTS:

NEWSLETTER

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

E-NEWS BULLETIN

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

DOCUMENTARY

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

SHORT VIDEOS

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





The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



Samples IEC Products:

Banner

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

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

IMPLEMENTING PARTNERS FOR THE BRACE'S GRANT COMPONENT: RSPN, BRSP, NRSP

PROGRAMME TECHNICAL ASSISTANCE PARTNER: human dynamics

BRACE
BALOCHISTAN RURAL DEVELOPMENT AND
COMMUNITY EMPOWERMENT PROGRAMME

Funded by the European Union

IMPLEMENTING PARTNERS FOR THE BRACE'S GRANT COMPONENT: RSPN, BRSP, NRSP

PROGRAMME TECHNICAL ASSISTANCE PARTNER: human dynamics



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

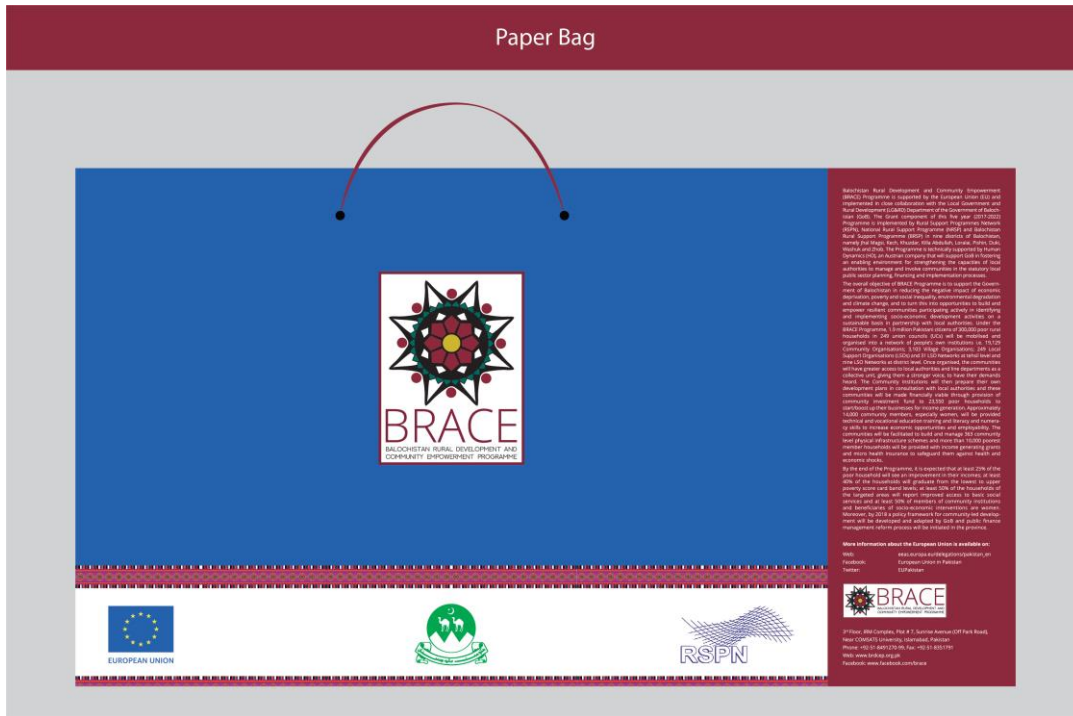
BRACE Programme C&V Strategy (Update February 2021)



FILE COVER DESIGN



Paper Bag



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European Union



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



This programme is funded by the European Union



Balochistan Rural Development & Community Empowerment Programme (BRACE)

Developing State – Citizen Partnerships



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

BRACE Overall Objective Support the Government of Balochistan (GoB) in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and to turn this into opportunities to build and empower resilient communities participating actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities

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

Specific Objective 2) To foster an enabling environment for strengthening the capacities of local authorities to manage and involve communities in the statutory processes of the local public sector planning, financing and implementation process.

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



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European union



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

THE PRESENT

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

THE FUTURE

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

THE ROLE OF THE EU

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



The Project is funded By the European Union

Peter Portier
Team Leader



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



E: peter.portier@brdcepta.pk
M: 0092 323 7699997

Offices: Hillview Hotel, Room 405, F-7 Markaz, Islamabad
Local Govt. Dept. Block 14 Rm 129, Civil Secretariat Quetta



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European Union

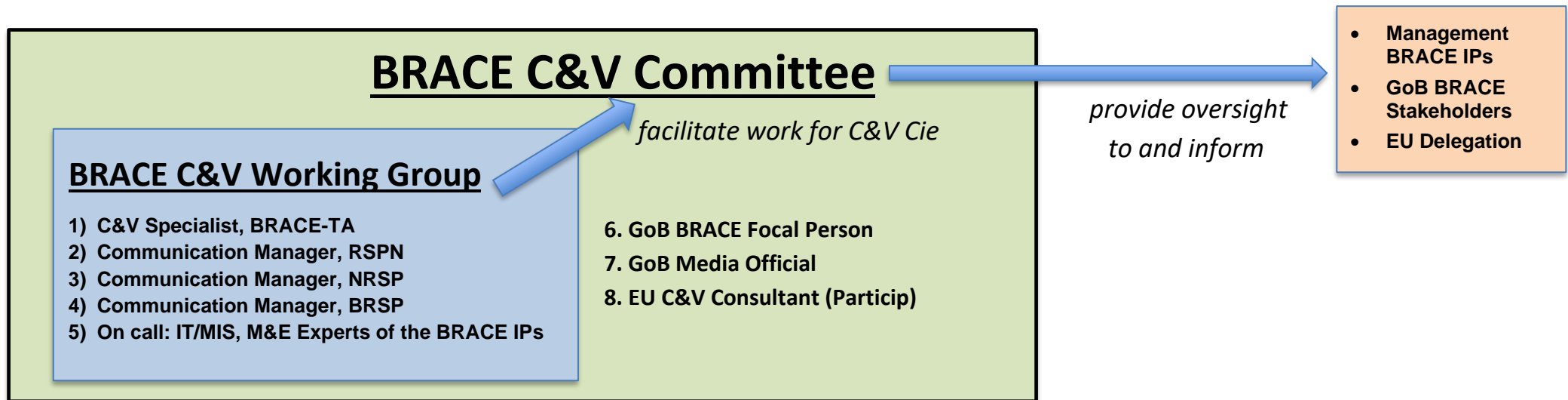


Annex 3 BRACE Communications Working Group and Committee

BRACE C&V Working Group and the BRACE C&V Committee

A BRACE C&V Working Group is to be established consisting of the C&V Experts of the BRACE IPs: TA, RSPN, BRSP and NRSP, with on call the IT/MIS and M&E specialists of the BRACE IPs. The BRACE C&V Working Group should meet at least once a month

A BRACE C&V Committee is to be established, consisting of the BRACE C&V Working Group, with support from the EU C&V Consultants (PARTICIP Consultants) and selected GoB Officials; the GoB BRACE Focal Person and the GoB Media Official. The BRACE C&V Committee should meet at least once per quarter.



In summary: The BRACE C&V Committee is to provide oversight of the BRACE Programme C&V Messages, align the BRACE IPs and the GoB BRACE C&V Action Plans, and inform the Management of the BRACE IPs, the GoB BRACE Key stakeholders, and the EU Delegation, of the BRACE Programme C&V Messages. The BRACE C&V Working Group will act as Secretariat to the Committee and facilitate the C&V Action Plans of the respective BRACE IPs and the GoB. The ToR of the BRACE C&V Committee and the BRACE C&V Working Group specify these task as follows:





The Programme is funded by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



ToR BRACE C&V Committee
<p>Membership: The BRACE C&V Committee is to consist of the BRACE C&V Working Group members, and selected GoB Officials, the GoB BRACE Focal Person and the GoB Media Official(s), supported by the EU C&V Consultants (PARTICIP) Consultants</p>
<p>Chair: Rotating Chair from one of the members of the Committee. Current Chair will be responsible for calling the next meeting and producing the minutes of that meeting</p>
<p>Meeting Frequency: Conduct Meetings at least on a Quarterly basis or as-needed and meetings may be held in person, by telephone or on-line forum</p> <p>Quorum shall be achieved when the C&V Committee members, or their appointed representatives, participate in person or through a remote on-line meeting mode.</p>
<p>Purpose: The purpose of the C&V Committee is to provide overall coordination and monitor the activities and evaluate their impact, and ensure that the annual C&V Action Plans are being followed and/or amended based on the ground realities and changing needs. The coordination and alignment of the BRACE IP C&V Action Plans will result in a synergized approach with amplified and more effective BRACE messaging. The BRACE C&V Committee will achieve this by</p> <ul style="list-style-type: none"> • providing oversight of the BRACE Programme C&V Messages • aligning the BRACE IPs and the GoB BRACE C&V Action Plans • informing the Management of BRACE IPs, GoB BRACE Key stakeholders, and the EU Delegation, of the BRACE Programme C&V Messages.
<p>Specific Tasks: The Communications and Visibility Committee has the following specific task:</p> <ul style="list-style-type: none"> • Review the IPs C&V Messages Action plans and make recommendations • Make recommendations on existing and new budget (budget lines) for C&V activities • Quarterly monitor and evaluate the progress and impact of the BRACE C&V Messages and suggest appropriate changes as required • Lead and coordinate the Emergency/Crisis Communications relevant for the BRACE programme in consultation with EU and GOB • Provide oversight and strategic direction to the planning, development and implementation of the IP C&V Action Plans, with a lens of reducing duplication and better budget spend through collaborations • Propose Key messages for C&V Messages and supporting media and/or other activities as required through participation and spokes persons

ToR BRACE C&V Working Group
<p>Membership: A BRACE C&V Working Group is to consist of the Communications/C&V Experts of the BRACE IPs: TA, RSPN, BRSP and NRSP, with on call the IT/MIS and M&E specialists of the BRACE IPs.</p>
<p>Chair Rotating Chair from one of the members of the Committee. Current Chair will be responsible for calling the next meeting and producing the minutes of that meeting</p>
<p>Meeting Frequency: Conduct Meetings at least on a Monthly basis or as-needed and meetings may be held in person, by telephone or on-line forum</p> <p>Quorum shall be achieved when the C&V Working Group members, or their appointed representatives, participate in person or through a remote on-line meeting mode.</p>
<p>Purpose: The purpose of the C&V Working Group (members) is to provide specific coordination and facilitate the preparation and then monitor the activities and evaluate the impact of annual C&V Action Plans of each BRACE IP and the GoB BRACE Stakeholder and amend the C&V Action Plans based on the ground realities and changing needs. This facilitation will result in timely preparation of IP C&V Action Plans with quality and effective C&V Messages, and the mobilisation of the required funds. The BRACE C&V Working Group will also act at the Secretariat to the BRACE C&V Committee. The BRACE C&V Working Group will achieve this by</p> <ul style="list-style-type: none"> • facilitating the C&V Committee in their tasks • facilitate preparation of IP and GoB C&V Action Plans IPs and inform the Committee accordingly • mobilize the resources required for the BRACE C&V Action Plan Messages
<p>Specific Tasks: The Communications and Visibility Working Group has the following specific tasks:</p> <ul style="list-style-type: none"> • <u>coordinate and finalize IPs Annual C&V Messages Action Plans</u>, in line with (step 4 of) the C&V Strategy, and make clear how respective IP's C&V Action Plans will be implemented and sourced • coordinate regular <u>monitoring of the C&V activities and evaluation of impact of the C&V Messages</u>, while amending or adjusting the C&V Messages if required • As and when required, <u>activate Emergency /Crisis Communications relevant for the BRACE programme</u>, with synchronized responses amongst all the BRACE partners and wit the GoB. • <u>Planning and development of Annual C&V Action Plans of each BRACE IP</u> <ol style="list-style-type: none"> a. Providing direction on the communications strategic plan & process of each IP and the GoB; b. Identifying BRACE communications needs and priorities through appropriate consultation; c. Developing and periodically updating a BRACE communications strategic plan d. Recommending communications initiatives for BRACE Program. e. Developing and proposing policies and changes thereto in relation to communications for BRACE program • <u>Provide Oversight and streamline management of the communication interventions</u>



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



- Liaising with Development Partners, and GoP and GoB, and EU leadership for guidance on priorities for C&V Messages
- Facilitate appropriate visibility and adherence to branding guidelines of BRACE, GoB and EU along with the IPs
- On request, provide periodic reports and updates to senior management of BRACE IPs
- Synchronizing the communication needs of various departments and sharing with the working group for appropriate responses

- a. Assessing and evaluating the delivery of communications periodically against the needs and/or expectations of the BRACE program;
- b. Supporting the efforts of the BRACE staff and other BRACE committees or Working Groups through proper designed and targeted C&V Messages, though actions like:
 - i. Developing and implementing an effective protocol for dealing with media enquiries;
 - ii. Developing and implementing an effective protocol relating to the approval of website content and messages to the membership, media and public generally;
 - iii. Developing and implementing an effective protocol for tracking media worthy content;
 - iv. Developing and implementing an effective protocol for dissemination of BRACE program information;
- c. Providing oversight on the implementation of the internal and external communications
- d. Liaising with the other IP committees to ensure that appropriate and effective protocols are in place for the proper co-ordination of BRACE communications;
- e. Providing periodic reports and updates on BRACE Program C&V Messages;
- f. Ensuring that the C&V Committee is well-informed on matters affecting the BRACE program
- g. Facilitate the Committee is working with the C&V Strategy by:
 - Providing Oversight, planning and management of C&V Budgets
- a. Identifying annual C&V budget requirements related to delivery of Communications;
- b. Facilitate approval expenditures relating to the delivery of communications, as appropriate
 - Ensuring adherence to Branding Guidelines
- a. Promoting recognition and awareness of the EU funded programs
- b. Ensuring the branding guidelines are followed in all communication endeavours
- c. Ensuring that EU and partner brands are present
- Providing advice to the Programme managers of BRACE program on Communications



This project is funded by the European Union



A project implemented by Human Dynamics Consortium



The Programme is funded by the European Union



Annex 4 BRACE C&V Workshops (December 2019)

The BRACE C&V Workshop of December 2019 resulted in 11 Key messages which are presented in STEP 1 – SECTION 5

11 BRACE Key-Messages

BRACE Communication Planning Workshop Agenda: December 1, 2019 10:00 am – 5:00 pm

10:00 am – 10:30 am	Welcome and Purpose	
1130 am – 12:30 pm	Overview of the C&V Guideline and Strategy	
12:30 pm to 1:00 pm	Review of challenges and success of NRSP activities	
1:00 pm to 1:30 pm	Review of challenges and success of BRSP activities	
1:30 pm to 2:30 pm	Review of challenges and success of RSPN activities	
2:30 pm to 3:30 pm	Key Messages for 2020	
3:30 pm to 4:30 pm	Tools, Channels, and Activities for 2020	
Working tea and lunch will be served.		

There was consensus that the SWOT analysis carried out during the August 2018 C&V Workshop and identified the unique features, strengths and opportunities of the BRACE programme was still valid. These features and points are to be used to craft relevant key messages for the stakeholders and targeted audiences.

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



The Programme is funded
by the European Union



Annex 5A BRACE C&V STRATEGY Review (Quarter 4 - 2020)

From end-February 2020 the COVID-19 Pandemic also struck Pakistan, and a Government lockdown was imposed and most project activities – including the finalization of the BRACE C&V Strategy Update - were put on hold.

From September 2020, and through remote and work-from-home work modalities, four concluding consultation rounds were facilitated by the BRACE TA, with the RSP C&V Specialists, to finalize the updated BRACE C&V Strategy and the BRACE IPs Action Plans. The proceedings are presented in the annexes below.

While the final updated BRACE C&V Strategy, the Lessons-learnt, and the main challenges, as identified in December 2019, remained valid, the IP C&V Action Plans to-be-identified were to be reset for 2021, in annex 5B

Four consultations were held in person and through zoom meetings with RSPN, NRSP, BRSP and TA. The meetings were held with the communication focal persons and in some cases the programme team member and project director as well. The meetings started with an introduction to the task at hand and then moved to learning from the participants on the communication activities conducted, the lessons learnt, the best practices and the remaining challenges and needs for communications for BRACE. All partners shared that the COVID pandemic posed major hurdles in executing the communication activities. For details see the Invite Letter (below) and Annexes (below)

The following feedback was received from the BRACE IPs:

RSPN

C&V Activities and Messages: The quarterly newsletters were regularly issued as part of the planned communication activities. A documentary and three video human stories were developed, and a media visit was conducted in June 2020. Press releases and articles were initiated and placed as and when required. There was also a LSO convention that was held in January 2020. The social media channels were updated by all partners by sharing images of events and other updates. The only social media platform being used is Facebook. However, other than the above none of the other planned activities were possible due to COVID and limitations of budgets.

Challenges: The challenges that have been identified during the 2020 year have been that the strategy document and even the workplan have not been used the way they should have been. The RSPN colleagues felt that communication was missing from all the endeavours that have been done so far and there is little impact made on the target audience, whether it is the stakeholders, media or the community. They felt that communication is missing for the people of Balochistan, communities and generally there is very little awareness or recognition for BRACE in the rest of the country.

The Way Forward: The tasks for the coming year were to increase the social media budget to include more platforms and to use it to promote and communicate about BRACE. They wanted to put up thematic content. They also wanted to continue the field human stories and success story series as it was very well received by all audiences. As in previous years continued media interventions were also suggested.

NRSP

C&V Activities and Messages: NRSP does not have big budgets for BRACE activities, it is for this reason that they mostly rely on RSPN to do the bulk of the communication work. They have conducted the same activities as they had done in 2019, i.e. give-aways, contribution to newsletters and social media and IEC material, along with face to face meetings with communities to share information about COVID, Locust and Flash Floods.

Challenges: The challenges remain for lack of budget and limited social media activity. Due to COVID the media interventions have been limited as well.

The Way Forward: The asks for the coming year are a suggestion for a conference where communities can share their best practices and lessons learnt. It is envisioned as a showcase conference for the work of BRACE and a great media opportunity as well. Furthermore, there is a need to be a more vibrant social media, which requires a different kind of content input.





The Programme is funded
by the European Union



BRSP

C&V Activities and Messages: BRSP colleagues shared that in the last year they facilitated the making of the documentary and the human stories. They captured 16 video stories but not all have been edited. They developed IEC material to be shared with communities and the government. A documentary was also made for water week. A few media interventions like press releases, articles and media visit were conducted, however COVID greatly hampered the activities for the year. As much as was possible face to face meetings with communities were also conducted. Input was also provided for the Quarterly newsletters and reports.

Challenges: The communication budget challenges continue. Furthermore, there is also a disconnect between BRACE and EU. The communication focal person of EU does not link with the programme and also does not provide the required support. The social media is limited to Facebook and only documenting events that have taken place. There is also a lack of high-quality photographs.

The Way Forward: For the coming year, there is a need to increase media visits and even more importantly impactful social media presence and content sharing. It is suggested that we commemorate International Days which was not really possible this year. Furthermore, a training session on photography and sharing guidelines on how to conduct programme communications for the benefit of communities, especially in their local languages. There as a suggestion that local language radio programme, Robo calls and SMS should also be initiated. They wanted case studies from other countries for similar interventions to learn from and replicate in BRACE. It was also suggested that single IEC material be produced for all community interventions so that there is consistency in messaging. So one partner can design and others can reproduce as per their requirements and budgets.

TA

C&V Activities and Messages: With the TA team there was an extensive discussion on the C&V component of BRACE. They shared that in the year one of the key deliverables for communications was the website. The TA IT/MIS and an external WEB Designer (WWM) are looking at the technical side of things, while the content was mostly guided by TL/DTL and in the final stages with inputs from the BRACE IPs. The WEBSITE came live in September 2020. Additionally, IEC material was developed for the communities and media interactions were conducted as required. There has been extremely limited input to the social media channels from he TA.

Challenges: The main challenge facing the TA team is the absence of a full time Communication officer. While the BRACE WEBSITE presents the joint GoB and BRACE IPs position, there is a need for (a) establishing a routine to regularly update WEBSITE content and (b) to ensure stronger input and leadership from the GoB BRACE stakeholders, and the inclusion of the GoB Stakeholders in the BRACE C&V Committee is the first step. Furthermore, the website content is to be used as regular input to the BRACE Facebook.

The Way Forward: For the coming year, there is a need to conduct advocacy and visibility interventions to capitalize on the BRACE activities that are effectively being conducted at the community level. Community communication and government communication is required to bridge the gap between the community organizations and the government, the proposed development of a CDLD Policy Framework is to guide the GoB BRACE C&V Messages.

INCORPORATION OF FEEDBAK IN THE BRACE C&V STRATEGY

The BRACE C&V Strategy was updated (September/October 2020) to include a larger section on social media interventions, budgets, functioning communication groups, guidelines on programme communications. Furthermore, suggestions were made on how to consolidate communication activities aiming at better budget utilisation. Additionally, technical training sessions for photoshop and social media skills have been added, to build communication capacity at the field level as well. While, the Strategy contains many different types of C&V Messages/interventions by the IPs, the challenge remains that the Strategy Guidelines are not being fully used and applied. The C&V Strategy has also been tweaked to better deal with the challenges that the current COVID Pandemic presented.





The Programme is funded
by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



Islamabad, 9 October, 2020

To: Participant C&V Strategy Document - Update Workshop/Meeting
Subject: **Invitation for Consultations on Updating the BRACE C&V Strategy**

Dear _____ (see Annex 2 for BRACE C&V Working Group recipients list)

The BRACE TA Project (2017-2022) is facilitating the Government of Balochistan (GoB) to design, launch, and implement, a GoB Community-Driven Local Government and Rural Development (CD-LG&RD) Policy & Fiscal Framework that will enable more sustainable community-driven rural socio-economic development. To increase the outreach of the BRACE Programme, adequate Communication and Visibility actions are foreseen, as this will create goodwill with Government and Communities, and it will increase the effectiveness of the BRACE programme. A BRACE C&V Strategy Document was prepared in December 2018/January 2019. This version needs to be reviewed and updated, based on lessons learnt, emerging needs, and possibly the new challenges presented due to the COVID Pandemic.

2019 was the first year in which the BRACE IPs used the BRACE C&V Strategy to develop and implement their communication activities and messages, and there were several learning moments that emerged during the past year. A review and update were scheduled in December 2019, to be concluded in March 2020, but this was interrupted by the start of the COVID Pandemic in March 2020.

A summary review, **see Annex 1**, of the BRACE C&V Strategy Document and the BRACE IPs C&V Messages flagged the following questions on; the need for (more) adequate C&V Budget resources; the factors that limited the effectiveness of a C&V message; the need for better application of Communication & Information best-practices and better application of the BRACE C&V Guidelines; suggestions how to move forward and more strongly involve all BRACE Stakeholders; how to disseminate the required full portfolio of BRACE C&V Messages. Also, Security and logistics limitations were identified as another serious key challenge for programme implementation in general, and also for conducting the communication activities, collecting useful C&V materials, and dissemination of these C&V Messages. It is expected that for some time there will be additional challenges due to the current COVID crisis.

The BRACE TA Project is pleased to invite the RSPs management and especially your communication officers, to a series of consultations, to contribute in shaping the Updated BRACE C&V Strategy. The consultations are scheduled along 4 rounds of discussions, each having their own (intermediate) output. When possible group-face-to-face workshops will be held. Workshop dates and the venue are to be set. The draft list of participants in this exercise are (at least) those who participated in the December 2019 discussions. **See Annex 2** for the participants list and **Annex 3** with a BRACE C&V Strategy Update workplan

The expected results of these consultations and workshop/meetings are: (a) agreement with the BRACE C&V Working Group on the updated BRACE Programme C&V Strategy Document, for use by all BRACE IPs, (b) Clarity on coordination between the BRACE IPs on their C&V Activities, through the BRACE C&V Working Group, (c) Clarity with each IP on their BRACE C&V Messages, to be drafted and disseminated in 2020/2021, (d) Co-optation of the Local Government and Rural Development Department, GoB, on their GoB BRACE C&V Messages.

We will be highly obliged to receive your confirmation of participation through an email. Please send your confirmation to BRACE TA C&V Expert, Ms. Amena Kamaal: EM amenakamaal@yahoo.com, Mob: 0300-8564576.

Looking forward to your participation in this important event, I remain, Yours Sincerely

Peter Portier
Team Leader, TA Project

Amena Kamaal
C&V Expert, TA Project

- Cc: CEO RSPN - CEO BRSP – GM NRSP – EUD/DA/Arshad Rashid
- Annex 1 Findings from the C&V review held December 2019
- Annex 2 Participants for the C&V Strategy Update Exercise
- Annex 3 Draft Workplan C&V Strategy Update Exercise



This project is
funded by the
European Union



The Programme is funded
by the European Union



Annex 1 Findings from the C&V review held December 2019

See Introduction

Annex 2: Participants for Consultations on Updating the BRACE C&V Strategy

BRACE C&V Working Group

Name	Designation	Organization	Email
1	Muhammad Omer Farooq – Communications Officer	RSPN'	omer.farooq@rspn.org.pk
2	Ms Fehmida Hassan	BRACE Programme Manager	fehmidahassan@rspn.org.pk
3.	Zeeshan Khan	Communication Manager	zeeshan.khan@nrsp.org.pk
4	Ms Gul Afroz	BRACE Manager	gul.afroz@nrsp.org.pk
5	Saeed Alam	Manager M&E	saeed.alim@nrsp.org.pk
6	Ms. Fatima Nangyal	C&V Coordinator	fatimaiqbal83@hotmail.com
7.	Muhammaad Aadil	MER Coordinator	muhammad.adil@brsp.org.pk
8	Ms Amena Kamaal	C&V Expert	amenakamaal@yahoo.com
9	Mark Osiche	Deputy TL	mark.osiche@brdcepta.pk
10	Qaisar Jamali	PC	qaisar.khan.jamali@gmail.com
111	Bilal Ahmed	IT/MIS-WEB Administrator	bilal69ahmed@gmail.com

Other Key stakeholders to be kept informed

Name	Designation	Organization	Email
1	Arshad Rashid	Development Advisor	Arshad.RASHID@eeas.europa.eu
2	Ms Shandana	CEO	shandana@rspn.org.pk
3	Khaleel Ahmed Tetlay	Chief Operating Officer	khaleel.tetlay@rspn.org.pk
4	Nadir Gul	CEO	nadirgul@brsp.org.pk
5	Agha Javad	GM	aghajavad-gm@nrsp.org.pk
6	Dr Shahnawaz	BRACE Manager	shahnawaz@brsp.org.pk
7	Peter Portier	TL	peter.portier@brdcepta.pk



The Programme is funded by the European Union



BRACE C&V Strategy Update Assignment Work Plan

C&V = Amena Kamaal TA/TL = Peter Portier TA/IT-MIS = Bilal Ahmed RSP =C&V Working Group
 Can be ZOOM meetings (TA/IT-MIS to facilitate) or face-to-face **TO BE FINALIZED WITH C&V WORKING GROUP**

October											November																									
5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T
W																																				
ROUND 0 =====											ROUND 1 =====																									
											ROUND 2 =====																									
											ROUND 3 =====																									
											ROUND 4 ==																									

Activity/Milestone/(Intermediate-)Output		By/With	
0 Round 0: Preparation (Sep 2020)			
0	1	List RSP C&V + TA Counterparts (Name/Designation/Org)	C&V+RSP
0	2	Prepare Calendar Schedule with Proposed Meetings)	C&V+RSP
0	3	Clear Meeting Schedule with C&V Counterparts	C&V+RSP
0	4	Coordinate with TA/IT-MIS (Bilal) Logistics ZOOM meetings (ZOOM Protocol)	C&V+TA/IT-MIS
0	5	Clearly Formulate Purpose (ZOOM) Meetings with C&V Counterparts	C&V+TA/TL
0	6	Despatch Invites Email and Brief C&V Counterparts on ZOOM Protocol	C&V+TA-IT/MIS
0	7	Announce (ZOOM) / Face to Face meetings schedule	C&V+IT/MIS+RSP
0	8	Prepare updated draft "BRACE C&V Strategy Document (V Sep 2020)	C&V
1 Round 1: Obtain and Incorporate Feed-back on C&V Strategy (Sep/Oct 2020)			
1	1	Share updated draft C&V Strategy Doc (Sep 2020) with RSP C&V WG	C&V
1	2	Prepare Meetings Agenda/Talking Points Hand-out/Share with RSP C&V WG	C&V+RSP
1	3	Conduct Round 1 Meeting with NRSP	C&V+NRSP
1	4	Conduct Round 1 Meeting with RSPN	C&V+RSPN
1	5	Conduct Round 1 Meeting with BRSP	C&V+BRSP
1	6	Conduct Round 1 Meeting with TA	C&V+TA
1	7	Incorporate Feed-back C&V WG in final "BRACE C&V Strategy" Doc (V Oct 2020)	C&V+RSP
1	8	Conduct Consolidated/Group Meeting to endorse C&V Strategy Doc (V Oct 2020)	C&V+RSP
1	9	Share final "BRACE C&V Strategy" Doc (Sep 2020) with RSPs and TA/TL	C&V+TA/TL
2 Round 2: Meetings with each RSP on their C&V Messages - Action Plan 2020/2021			
2	1	Share How to Note on Template BRACE C&V Messages with C&V WG	C&V
2	2	Prepare Meetings Agenda/Talking Points/Template and Share with RSP C&V WG	C&V+RSP
2	3	Conduct Round 2 Meeting with NRSP	C&V+NRSP
2	4	Conduct Round 2 Meeting with RSPN	C&V+RSPN
2	5	Conduct Round 2 Meeting with BRSP	C&V+BRSP
2	6	Conduct Round 2 Meeting with TA	C&V+TA
2	7	Facilitate/Support RSPs/TA to fill out the C&V Message Templates	C&V+RSP+TA
2	8	Consolidate in one Document All C&V Messages Templates of the 3 RSPs and TA	C&V+RSP
3 Round 3: Consolidate RSP/TA C&V Messages in one BRACE Action Plan			
3	1	Finalize Consolidated BRACE IPs Action Plans + C&V Messages Templates	C&V+RSP
3	2	Facilitate RSP/TA to identify BRACE C&V Messages the GoB should Issue	C&V+RSP+TA
3	3	Prepare Templates of BRACE C&V Messages which the GoB should Disseminate	C&V+RSP+TA+GoB
3	4	Facilitate TA to set up meetings with GoB BRACE Stakeholders on BRACE C&V	C&V+RSP+TA+GoB
3	5	Include GoB BRACE C&V Messages in the TA C&V Action Plan	C&V+TA+GoB
4 Round 4: Closure C&V Assignment and Assignment Report			
4	1	Submit/Discuss Consolidated BRACE IPs C&V Action Plans with TA/EUD	C&V+TA/TL
4	2	Prepare/Submit C&V Assignment Report	C&V+TA/TL





The Programme is funded
by the European Union



Annex 5 B Review BRACE C&V Messages (February 2021)

Two workshops were held in Quetta to review the draft Messages Action Plans and collect final inputs and consequently endorsement for the revised C&V Strategy and the C&V Messages Action PI 2021/22, first within the close group of Communication Focal persons of the IPs, and then with the larger group including of colleagues from relevant Government Departments, programme officers and communication officers of the partners.

During the meeting the messages and details were explained by the implementing partners and discussions were held to outline the interventions by the Government of Balochistan. Emphasis was placed on regular interactions with the Government and focal persons from the Local Government and Social Welfare Department were identified to become members of the C&V Working Group and Committee.

The Government representatives took the responsibility of leading and coordinating media interventions and sharing blogs on the website blog page, along with commemorating relevant and important International Days. While appreciating the C&V action plan, the Government officials urged communication in local languages and highlighting success stories and human stories.

The invitation, agenda and meeting minutes are attached as below:

Government Invitation to the Workshop

Islamabad, 11 February 2021

To:

Mr. Ahmad Raza Khan, Secretary Local Government & Rural Development Dept.
Mr. Khalid Sarpara, Secretary Planning and Development Department
Mr. Pasand Khan Buledi, Secretary, Finance Department
Mr. Zaffar Ali Buledi, Secretary, Women Development Department
Mr. Abdul Rauf Baloch, Secretary, Social Welfare Department
Mr Imran Zarkoon, DG PR Unit, Information Dept.

Subject: Invitation for the BRACE C&V Messages Action Planning Workshops

Dear Sir

The BRACE TA Component is facilitating the Government of Balochistan (GoB) to design, launch, and implement, a GoB Community-Driven Local Government and Rural Development (CD-LG&RD) Policy & Fiscal Framework, that will enable more sustainable community-driven rural socio-economic development.

To increase implementation effectiveness and the outreach of the BRACE Programme, and in close consultation with the Communication Experts and Focal persons of the BRACE RSPs, an updated BRACE C&V Strategy (version: December 2020) has been developed. The BRACE C&V Strategy, incorporates lessons learnt, emerging needs, and the new challenges presented due to the COVID Pandemic, and is to be used by the BRACE Implementing Partners (RSPs and TA) to review and design their BRACE 2021 C&V Messages Action Plans

The EU funded BRACE Programme is jointly implemented by the BRACE Implementing Partners (BRSP, NRSP, RSPN and the TA) and the Government of Balochistan BRACE Counterparts, in particular the Local Government & Rural Development, Dept, the Planning and Development Dept, the Finance Dept, the Women Development Dept and the Social Welfare Department.





The Programme is funded
by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



A workshop is to be held for the BRACE IPs to meet with The GoB BRACE Stakeholders to: (a) **apprise the GoB BRACE Stakeholders** of the BRACE C&V Strategy, and (b) **identify the BRACE C&V Messages, which the GoB BRACE Stakeholders (LGRDD/WDD/SWD/FD/ PDD) would like to design and disseminate.** Starting point for the latter, are the GoB BRACE C&V Strategy Document (December 2020) and the BRACE IPs C&V Messages Action Plans.

You are requested to appoint a representative of your office to participate in this workshop

Workshop: **BRACE IPs & GoB Stakeholders 2021 BRACE C&V Messages**

Date/Time: 19th February 2021; from 09.30 to 13.00; Serena Hotel, Quetta

Invitees BRACE C&V Working Group, BRACE IP C&V/Media Experts/Focal persons, GoB BRACE Stakeholders from LGRDD, WDD, SWD, P&DD, FD, GoB PR/Information Dept.

The expected results of the workshop are:

- a) the respective BRACE IPs and selected GoB BRACE Stakeholders will have full awareness of the salient features of the C&V Strategy and the C&V Messages Workplans
- b) endorsement of the updated C&V Strategy and activation of the BRACE C&V Messages Action Plans
- c) activation of meeting schedules of the BRACE C&V Working Group, and the BRACE C&V Committee, in which GoB Stakeholders are to participate;
- d) increased synergies, economies and coordination on collaborative BRACE Messages and C&V activities.

The participation from your Office in these workshops is of the utmost importance. The BRACE TA will contact you to confirm your Department's participation.

If you have any questions or queries pls contact the BRACE TA C&V Expert, Ms. Amena Kamaal: EM amenakamaal@yahoo.com, Mob: 0300-8564576.

Looking forward to your participation, we remain,

Yours Sincerely

Peter Portier

Amena Kamaal

Peter Portier
Team Leader, TA Project

Amena Kamaal
C&V Expert, TA Project

Cc: Mr Gul Jan, DS LGRDD/GoB BRACE Focal Point
CEO RSPN - CEO BRSP – GM NRSP
EUD/DA/Arshad Rashid
TA/PD - TA/PMA - TA/PMSS - TA/OM



This project is
funded by the
European Union



The Programme is funded
by the European Union



Workshop Agenda

Date/Time	19 th February 2021; from 09.30 to 13.00; Serena Hotel, Quetta:
Workshop 2	BRACE IPs and GoB Stakeholders 2021 BRACE C&V Messages Workshop
Invitees	BRACE C&V Working Group BRACE IP C&V/Media Experts/Focal persons GoB BRACE Stakeholders: LGRDD, WDD, SWD, P& DD, FD, GoB Media Unit

BRACE is a programme jointly implemented by the EUD/IPS and the GoB BRACE Stakeholders. This workshop aims for the BRACE IPs to meet with selected GoB Stakeholders to (a) apprise the GoB BRACE Stakeholders of the BRACE C&V Strategy, and (b) identify the BRACE C&V Messages which the GoB BRACE Stakeholders (LGRDD/WDD/SWD/PDD) would like to design and disseminate.

Starting point for the latter, will be the GoB BRACE C&V Messages Report (January 2021).

Prior to the 19/02/21 Workshop, the BRACE TA will brief the selected GoB BRACE Stakeholders on the BRACE Strategy (Dec 2020) and the proposed BRACE C&V Messages Action Plans (January 2021)

Participants Workshop

#	Name	Designation	Organization	Email
1	Ms. Tahira	Doc.& Communication Officer	BRSP	tahira@brsp.org.pk
2	Ms. Fatima Angyal	C&V Coordinator	BRSP	fatimaigbal83@hotmail.com
3	M. Omer Farooq	Communications Officer	RSPN	omer.farooq@rspn.org.pk
4	Ms Fehmida Hassan	BRACE Programme Manager	RSPN	fehmidahassan@rspn.org.pk
5	Zeeshan Khan	Communication Manager	NRSP	zeeshan.khan@nrsp.org.pk
6	Ms Gul Afroz	BRACE Manager	NRSP	gul.afroz@nrsp.org.pk
7	Mark Osiche	Deputy TL	TA	mark.osiche@brdcepta.pk
8	Qaisar Jamali	PC	TA	qaisar.khan.jamali@gmail.com
9	Nazar Khetran	DDC	TA	nazarkhetran@yahoo.com
10	Bilal Ahmed	IT/MIS/WEB Expert	TA	bilal69ahmed@gmail.com
11	Ms Amena Kamaal	C&V Expert	TA	amenakamaal@yahoo.com
12	Peter Portier	TL	TA	peter.portier@brdcepta.pk
13	Gul Jan	DS LGRDD/BRACE FP	LGRDD	gulmohamad@gmail.com
14	To be identified		LGRDD,	
15	To be identified		SWD	
16	To be identified		SWD	
17	To be identified		WDD	
18	To be identified		PDD	
19	To be identified		FD	
19	To be identified	DG	PR Inf.Dept	



The Programme is funded by the European Union



Agenda Workshop

Time	Topic	Details
09.30 – 09.45	Welcome & Introduction	- Self-Introduction participants - Presentation Agenda by TA C&V Expert
09.45 – 11.00	Briefing for GoB Stakeholders on the BRACE C&V Strategy	- Presentation of BRACE C&V Strategy by TA C&V Expert - Presentation by RSPs on their C&V Activities/Strategies - Round-up by TA C&V Expert
	Presentation of 2021 BRACE IPs C&V Messages	- Presentation Procedure to Identify C&V Messages by TA C&V Expert - Presentation by RSPs on their C&V Messages - Round-up by TA C&V Expert
11:00 – 11.15	Break	
11:15 – 12.15	Process to Identify BRACE Messages of GoB BRACE Stakeholders	- Presentation Procedure to Identify C&V Messages by TA C&V Expert - Presentation ToR BRACE C&V Working Group and Committee - Feed-back from GoB BRACE Counterparts - Feed-back by BRACE IPs - Round-up by TA C&V Expert
12.15 - 13.00	The way forward	- Review of Budget Resources Available for C&V Messages - Recommendations by GoB on GoB Priority BRACE C&V Messages - Activation of Meetings Schedule BRACE C&V Committee - AOB – Closure

Meeting Minutes

Present

NAME	Designation/Organization
DR Shahnawaz khan	TL/ BRACE /BRSP
Shair Ahmed Baloch	AD HQ SWD/GoB
Muhammad Omer Farooq	Communication Officer RSPN
Muhammad Zeeshan Khan	Communication Officer NRSP
Ghulam Mohayuddin Marri	STA/BRACE TA
Zainab Kakar	BRSP
Rozina Kakar	BRSP
Tahira Ali	BRSP
Muhammad Kaleem	Assistant Director Local Govt
Yehya Panazai	Section Officer Finance Department
Mark Osiche	DTL/BRACE TA
Qudrat Ullah	DC Loralia
Aziz Ullah	DC Pishin
Haseena	M&E Officer/BRSP
Nabila	Gender Officer BRSP
Fehmuda Hassan	Programme Manger RSPN
Ehsan Agha	I.O P.G DGPR
Farooq Tareen	A.O LG
Amin ullah	ADC Pishin BRACE TA
Nazar Muhammad Kehthran	DDC/BRACE TA
Bilal Ahmed	IT/MIS BRACE TA
Rahil Peter	OM/ BRACE TA
Amena Kamal	C&V Consultant TA
Muhammad Noor	DRIVER BRACE TA
Shahnawaz	DRIVER BRACE TA
Peter Portier	Team leader BRACE TA





The Programme is funded
by the European Union



Workshop Discussions

- Ms. Amena Kamaal (TA C&V Consultant) welcomed the participants, followed by a round of self-introductions. Participants were asked to introduce themselves and state why they like BRACE Programme. This led to the introduction to the BRACE programme, starting with the context of the C&V Strategy, Messages and Action Plan.
- RSPs and TA provided brief highlights about their work and activities in 9 BRACE Programme districts. Representative of FD enquired that how BRACE is reaching out to all the districts in the province, Youth Development, CIF loans/IGG grants transparency? Dr. Shahnawaz, BRSP, responded to the queries and comprehensively explained the whole procedures of reaching to BRACE local communities, youth skill development, transparency of CIF and IGGs which was also acknowledged by the representatives from the office of Deputy Commissioners and LG Department who are the main stakeholders.
- Assistant Director LG Loralai added that the LG district staff is actively participating in all activities under BRACE and provide the inputs in JDDC during examination/approval of the activities/schemes identified by CIs (Cos/Vos/LSOs). He said LG is also involved in preparation of CIs and their development plans to be submitted to JDDC for approval. The inspection visits of the CPIs and visit of LSO offices is also being carried out by DC and Local Government officials.
- The C&V Consultant reiterated that no doubt we are doing things but it needs to be disseminated/propagated for awareness of the community through different mediums i.e. print/electronic media, social media, conferences/workshops at community level, etc which needs collective measures from RSPs/TA/GoB counterparts.
- The C&V consultant gave a presentation with historic context of starting C&V by December 2020. He said RSPs/TA identified C&V messages for 2021 and hope Government of Balochistan officials will also contribute to those C&V messages with an aim to create awareness amongst the local communities. The GoB is required to add more messages from their side besides the messages which have been agreed under BRACE by RSPs/TA. The GoB was also requested to provide a point of contact for sharing the information related to C&V messages and Focal Person (FP) BRACE LG office has been finalized to be selected as point of contact for all stakeholders in the field.
- The Rep: of FD department suggested that the local language may be given preference during dissemination of information through C&V messages which will enable the communities to clearly understand the content and propagate it further.
- The presentation focused on C&V target evidence; C&V core messages; guiding principles for C&V to inform, mobilize, accountable and involve the communities and government counterparts; on policy advocacy for local communities and stakeholders; circle of influences, Working Groups/Committees.
- NRSP shared during discussion stating that the NGOs are working on Micro Level which may lose its sustainability on the closure of programme while government works on Macro Level, hence the chance of sustainability is more. Thus, the government must be on driving seat to make the program in a better and sustainable way.

Suggestions

The suggestions made during workshops were:

- i. Blog page may be added in BRACE TA Website.
- ii. One blog article from one government office in each month may be shared.
- iii. DC office Pishin district will share calendar of International Celebration days with RSPs.
- iv. LG/SWD will provide C&V messages on monthly basis.
- v. Live updates will be shared by all through Facebook.
- vi. Local Radio Programs through local languages for enhancement of awareness to mobilize community & empower beneficiaries/stakeholders e.g. the Turbat Radio.
- vii. GoB counterparts suggested that the workshops/conferences should be continued to share feedback and ensure constant interaction of the stakeholders/IPs.
- viii. The DS LG (Gul Muhammad Mengal) was selected as FP for Working Group that will meet once a month for coordination, updates and assessment of progress.
- ix. Members of committee will be meeting once a quarter for updates, oversight, budgetary allocations and core discussions.
- x. TA to finalize C&V Strategy in consultation with LG&RDD and get it approved

At the end it was realized that we all will have to work together, GoB to lead and to promote community empowerment at grass root level with better coordination and support of all stakeholders and TA DC/ADC staff.





The Programme is funded
by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



Annex 5C BRACE C&V MESSAGES (2021/22)

The BRACE C&V Messages are listed in the tables, first all grouped together and then by IP
The list also includes the PFM/OPM and the GoB stakeholder's Messages.
First the standardized Template is presented, that will be used to work out each C&V Message

5B1 C&V MESSAGE TEMPLATE

5B2 C&V MESSAGES SUMMARY TABLE - All

5B3 RSPN

5B4 BRSP

5B5 NRSP

5B6 TA/HD

5B7 PFM/OPM

5B8 OTHER – GoB



This project is
funded by the
European Union



The Programme is funded by the European union



5B1 C&V MESSAGE TEMPLATE

To facilitate the identification and design the correct BRACE C&V Messages, a C&V Template is used to identify the key features and details of C&V Messages. This template has been used to elaborate the summary tables and are part of the C&V Action Plan 2021/22 document.

BRACE C&V Messages Identification Template		
C&V Message	Title and Purpose Description	
<input type="text" value="1/2/3/4/5"/>	[#/## /LEAD] serial number specific C&V Message Guiding Principle# / ## sub-number, Use box to succinctly enter purpose and reasons for the C&V Message, and in the summary table only brief text, in the template one can be elaborate	
Audience(s)	C&V Lead	Budget
List the audiences	Specify the IP-lead: BRSP, NRSP, RSPN, TA/HD, PFM/OPM or GoB	Specify cost implications and the sources of funding
Channel & Tools / Activities		
Enter details of the activities related to the C&V Message and features of the Tools and Channels to be used and details on the Frequency, in this box and enter in full detail, and in the summary list only a brief description		



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



5B2

C&V

MESSAGES

SUMMARY

- ALL



This project is
funded by the
European Union



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



BRACE 2021 C&V MESSAGES - ALL

Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2021
1	BRACE Working Group/Committee Meetings	Internal Audiences with the BRACE Communication Focal persons and C&V Committee members	Monthly/Quarterly meetings with the working group and committee members for planning and monitoring purposes.	Oversight of activities, timely revisions, realignment, approvals and synergies in C&V interventions.	All Partners	No	12/4
2	Quarterly Newsletter/E-News Bulletin	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Quarterly E-Bulletins/ Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE's ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	RSPN with input from NRSP, BRSP, TA, & Gov	Yes	4
3	Case Studies (Video Case Studies)	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Under 3 min videos around human stories of successful achievements of BRACE that have positively affected lives shared by a beneficiary.	The case studies and success stories will highlight the impact of BRACE Programme over the lives of communities and showcase the efforts of EU and RSPs in promoting	RSPN TA	Yes	10 RSPN 2 TA



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



				CCD for rural development in Balochistan.			
4	Annual KPIs Report	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Annual KPIs report showcasing the Key Performance Indicators of the Programme will be compiled and printed	The KPIs report will be used as a tool to highlight the annual progress of the Programme under different sections. It will help build understanding and information of the internal and external stakeholders on Programme's key activities and annual development.	RSPN	Yes	1
5	Partner Annual Reports	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	BRACE inputs will be included in the annual report of the partners will be showcasing the annual performance of the Programme, KPIs, Case Study and pictures of the Programme will be compiled and printed by the partners	The Annual Report will briefly highlight the annual progress of the BRACE Programme under a defined chapter. It will help build understanding and information of the internal and external stakeholders on Programme's key activities and annual achievements.	RSPN	No	1



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



6	Micromentaries/Documentary	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	A documentary to visually share the concepts, components and highlights of BRACE and its achievements, to be shared through TV, social media, events and Whatsapp.	These documentaries will be communicating about the intervention logic of the Programme, expected outcomes and impact, showcasing field interventions and efforts by EU and partners for uplifting lives of rural poor. Will help enhanced visibility and branding of the EU, as we will be screening them on different platforms as RSPs retreat, LSO Convention, Workshops and other events.	RSPN TA	Yes	3 RSPN 5 RSPN MM 4 TA
7	Media Visits	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Take media on field visits to the communities for them to see the activities and progress made through BRACE	Media visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people's potential. Promotion of EU's efforts and RSPs in sharing it with masses, media, partners, donor agencies and communities.	RSPN BRSP GoB	Yes	1



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



8	Face to Face Meeting/workshop with Media	Media, Influencers,	Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions	Strong linkages building with media to highlight Programme activities, events, filed activities and promotion of EU and RSPs' role under BRACE.	RSPN BRSP TA GoB	Linked with Media visits	1
9	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well Each partner will share releases as pertaining to their activities.	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders.	RSPN NRSP BRSP TA GoB	No	4
10	PR - Newspaper Online/Blog Articles	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and	Will help to reach a wider audience, to communicate about BRACE and its impact.	RSPN NRSP BRSP TA GoB	Yes	10



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			<p>links through social media and the website as well</p> <p>Each partner will ensure stories and coverage as per their own activities. This will allow for a larger media outflow of BRACE news without burdening the media by a single agency.</p>				
11	Social Media (Facebook/twitter)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	<p>Increase followers from 3000 to 25000 through organic outreach to stakeholders, relevant development partners and associations. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. Increase use of organic videos made from phones.</p>	<p>Help communicate about ongoing BRACE’s activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of Programme’s interventions on lives of communities.</p>	RSPN NRSP BRSP TA GoB	No	5 posts/week



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



12	Social Media Hashtag Campaign (twitter and Facebook) and Youth Engagement	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Hashtag campaign to promote a key thematic message or as a means to advocate for policy change.	Build and enhance awareness about important issues and advocate for pro development and community building policies.	RSPN NRSP BRSP TA	No	1
13	Orientation sessions for District level staff on C&V messages	For internal audiences as identified	Orientation session with district level staff of all partners on communication skills required to capture and disseminate communication messages and conduct programme communications	Capacity building of the district level BRACE staff of RSPs and TA on C&V Skill	TA NRSP BRSP RSPN	No	1
14	Advocacy for policy, security and gender inclusion	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Integrate advocacy messages in meetings, emails and social media at least once a quarter	National level Advocacy, communication, visibility, linkages building and promotion.	TA	No	4
15	Commemoration of International Days	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Events and social media posts around relevant international days International Women Day; Disabilities; Anti-Corruption Day;	Create opportunities to motivate, empower and advocate for BRACE messages	RSPN TA BRSP NRSP GoB	No	3



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			Handwashing Day; Water Day				
16	BRACE Website	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Build and regularly update the BRACE website Add a blog page on the website Live streaming of social media on site	Disseminate information about and create an information hub for the BRACE programme	TA RSPN NRSP BRSP GoB	Yes	1 and monthly updates
17	Printing and Dissemination of Visibility Items	For Internal and Wider External Audiences as identified in C&V Plan/Strategy	Printing of Visibility Items as Caps, Mugs, Wall Clocks, Pen, etc to share with stakeholders at workshops, Seminars, Events	Improved Visibility and Branding of the BRACE Programme, EU, RSPN and RSPs.	RSPN NRSP	Yes	1
18	IEC Material	For Beneficiary awareness and mobilization	Designing and printing of IEC material in local languages. Material to be designed by one IP and printed and disseminated by all	Enhance Information and awareness for beneficiaries and stakeholders	RSPN NRSP BRSP	Yes	As required



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



19	Local Radio Programmes	For Beneficiary and stakeholder awareness and mobilization	Produce and air radio programme on local channels	Enhance awareness, mobilise and empower beneficiaries and stakeholders	BRSP	No	1
20	Training Sessions on photography mobile videos and programme communications	For Internal Audiences, specifically communication and field staff	Build the capacity and skills of communication focal persons and field staff on photography, mobile videos and programme communications	Capacity building of Communication and Field Staff	TA	No	1 (combined for all partners)
21	Parliamentary Meetings	For External Audiences as identified and defined in C&V Plan/Strategy	Share the benefits of the BRACE Programme and highlight its needs, with a call to action to the GoB and Parliamentarians	Advocacy for and endorsement of BRACE objectives by parliamentarian as a pre-requisite of a policy dialogue	TA	Yes	1
22	Sensitization workshops and face to face meetings with community.	For External Audiences as identified and defined in C&V Plan/Strategy	Hold face to face meetings with community representatives and beneficiaries to provide updates on the progress of the BRACE Programme	Mobilized and informed community	BRSP RSPN NRSP	Yes	1 per district



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



23	Conventions/Workshops of LSOs/CBOs & Best Practice	For Internal & External audience, especially GoB & Donors as defined in C&V Plan/strategy	Hold interactions between GoB/IPs/EUD & other Community Organisations to involve them for sharing of activities/plans/best practices	Regular involvement/information sharing of all stakeholders for implementation of BRACE activities & future planning Constantly evolving and improved actions by BRACE partners and communities.	TA	Yes	2
24	Video Interviews	For External Audiences as identified and defined in C&V Plan/Strategy	Video interviews to be recorded and shared with social media and mainstream outlets, along with posting it on the website	Increased awareness and visibility of the leadership of TA and GoB to enhance trust in and recognition of the BRACE programme interventions.	TA	No	2
25	Reports	For Internal & External audience, especially GoB & Donors as defined in C&V Plan/strategy	Reports to be developed on all interventions held for example on District Capacity-building, or Balochistan Strategic Policy & Fiscal Framework, or TA DC Training Course, for sharing of info with trainees/participants and /or with other	Accountability and monitoring of progress and activities	TA	Yes	4



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			stakeholders like GoB or EUD; Reports and Findings of Action Research/Case Studies, on different Topics, for example on Community Driven LG Models, or the use of Information technology to promote CD LG, etc.; District PEFA Reports; TA Progress Reports: 6-Monthly, Quarterly, TA Annual and TA Overall (Multi-year) Reports and Workplans; and TA Assignment Reports: like the GMS, the Toc, or the Exit Strategy assignment				
26	Communications	For Internal & External audience, especially GoB & Donors as defined in C&V Plan/strategy	Draft and finalise communication documents including BRACE Meeting Minutes; of the OSC, the SPDC, the SCC, the 4 Working	Synergising all interventions and keeping all internal audience and GoB informed and updated on process and progress of BRACE	TA	Yes	Ongoing



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



		<p>Groups; Field Visit Reports: with findings, of national exposure visits, or District visits organized by the TA; TA Action Memos, that deal with a specific deliverable of the TA Component. E.g. the JDDC, or LGA reforms; and Official Government Notifications, Policies, Publications, Acts, Laws, etc, prepared with recommendations from TA</p>				
--	--	--	--	--	--	--



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



5B3

C&V

MESSAGES

RSPN



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



BRACE 2021 C&V MESSAGES – RSPN - SUMMARY

Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2021
1	BRACE Working Group/Committee Meetings	Internal Audiences with the BRACE Communication Focal persons and C&V Committee members	Monthly/Quarterly meetings with the working group and committee members for planning and monitoring purposes.	Oversight of activities, timely revisions, realignment, approvals and synergies in C&V interventions.	All Partners	No	12/4
2	Quarterly Newsletter/E-News Bulletin	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Quarterly E-Bulletins/ Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE’s ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	RSPN with input from NRSP, BRSP, TA, & Gov	Yes	4
3	Case Studies (Video Case Studies)	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Under 3 min videos around human stories of successful achievements of BRACE that have positively affected lives shared by a beneficiary.	The case studies and success stories will highlight the impact of BRACE Programme over the lives of communities and showcase the efforts of EU and RSPs in promoting	RSPN TA	Yes	10 RSPN 2 TA



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



				CCD for rural development in Balochistan.			
4	Annual KPIs Report	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Annual KPIs report showcasing the Key Performance Indicators of the Programme will be compiled and printed	The KPIs report will be used as a tool to highlight the annual progress of the Programme under different sections. It will help build understanding and information of the internal and external stakeholders on Programme's key activities and annual development.	RSPN	Yes	1
5	Partner Annual Reports	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	BRACE inputs will be included in the annual report of the partners will be showcasing the annual performance of the Programme, KPIs, Case Study and pictures of the Programme will be compiled and printed by the partners	The Annual Report will briefly highlight the annual progress of the BRACE Programme under a defined chapter. It will help build understanding and information of the internal and external stakeholders on Programme's key activities and annual achievements.	RSPN	No	1



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



6	Micromentaries/Documentary	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	A documentary to visually share the concepts, components and highlights of BRACE and its achievements, to be shared through TV, social media, events and Whatsapp.	These documentaries will be communicating about the intervention logic of the Programme, expected outcomes and impact, showcasing field interventions and efforts by EU and partners for uplifting lives of rural poor. Will help enhanced visibility and branding of the EU, as we will be screening them on different platforms as RSPs retreat, LSO Convention, Workshops and other events.	RSPN TA	Yes	3 RSPN 5 RSPN MM 4 TA
7	Media Visits	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Take media on field visits to the communities for them to see the activities and progress made through BRACE	Media visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people's potential. Promotion of EU's efforts and RSPs in sharing it with masses, media, partners, donor agencies and communities.	RSPN BRSP GoB	Yes	1



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



8	Face to Face Meeting/workshop with Media	Media, Influencers,	Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions	Strong linkages building with media to highlight Programme activities, events, filed activities and promotion of EU and RSPs' role under BRACE.	RSPN BRSP TA GoB	Linked with Media visits	1
9	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well Each partner will share releases as pertaining to their activities.	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders.	RSPN NRSP BRSP TA GoB	No	4
10	PR - Newspaper Online/Blog Articles	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and	Will help to reach a wider audience, to communicate about BRACE and its impact.	RSPN NRSP BRSP TA GoB	Yes	10



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			<p>links through social media and the website as well</p> <p>Each partner will ensure stories and coverage as per their own activities. This will allow for a larger media outflow of BRACE news without burdening the media by a single agency.</p>				
11	Social Media (Facebook/twitter)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	<p>Increase followers from 3000 to 25000 through organic outreach to stakeholders, relevant development partners and associations. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. Increase use of organic videos made from phones.</p>	<p>Help communicate about ongoing BRACE’s activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of Programme’s interventions on lives of communities.</p>	RSPN NRSP BRSP TA GoB	No	5 posts/week



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



12	Social Media Hashtag Campaign (twitter and Facebook) and Youth Engagement	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Hashtag campaign to promote a key thematic message or as a means to advocate for policy change.	Build and enhance awareness about important issues and advocate for pro development and community building policies.	RSPN NRSP BRSP TA	No	1
13	Orientation sessions for District level staff on C&V messages	For internal audiences as identified	Orientation session with district level staff of all partners on communication skills required to capture and disseminate communication messages and conduct programme communications	Capacity building of the district level BRACE staff of RSPs and TA on C&V Skill	TA NRSP BRSP RSPN	No	1
14	Commemoration of International Days	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Events and social media posts around relevant international days International Women Day; Disabilities; Anti-Corruption Day; Handwashing Day; Water Day	Create opportunities to motivate, empower and advocate for BRACE messages	RSPN TA BRSP NRSP GoB	No	3



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



15	BRACE Website	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Build and regularly update the BRACE website Add a blog page on the website Live streaming of social media on site	Disseminate information about and create an information hub for the BRACE programme	TA RSPN NRSP BRSP GoB	Yes	1 and monthly updates
16	Printing and Dissemination of Visibility Items	For Internal and Wider External Audiences as identified in C&V Plan/Strategy	Printing of Visibility Items as Caps, Mugs, Wall Clocks, Pen, etc to share with stakeholders at workshops, Seminars, Events	Improved Visibility and Branding of the BRACE Programme, EU, RSPN and RSPs.	RSPN NRSP	Yes	1
17	IEC Material	For Beneficiary awareness and mobilization	Designing and printing of IEC material in local languages. Material to be designed by one IP and printed and disseminated by all	Enhance Information and awareness for beneficiaries and stakeholders	RSPN NRSP BRSP	Yes	As required
18	Sensitization workshops and face to face meetings with community.	For External Audiences as identified and defined in C&V Plan/Strategy	Hold face to face meetings with community representatives and beneficiaries to provide updates on the progress of the BRACE Programme	Mobilized and informed community	BRSP RSPN NRSP	Yes	1 per district



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



5B4

C&V

MESSAGES

NRSP



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



BRACE 2021 C&V MESSAGES – NRSP - SUMMARY

Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2021
1	BRACE Working Group/Committee Meetings	Internal Audiences with the BRACE Communication FPs and C&V Committee members	Monthly/Quarterly meetings with the working group and committee members for planning and monitoring purposes.	Oversight of activities, timely revisions, realignment, approvals and synergies in C&V interventions.	All Partners	No	12/4
2	Quarterly Newsletter/E-News Bulletin	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Quarterly E-Bulletins/ Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE’s ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	RSPN with input from NRSP, BRSP, TA, & Gov	Yes	4
3	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role	RSPN NRSP BRSP TA GoB	No	4



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



			media and the website as well Each partner will share releases as pertaining to their activities.	of EU and partners with different internal and external stakeholders.			
4	PR - Newspaper Online/Blog Articles	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share clippings and links through social media and the website as well Each partner will ensure stories and coverage as per their own activities. This will allow a larger media outflow of BRACE news without burdening media by a single agency.	Will help to reach a wider audience, to communicate about BRACE and its impact.	RSPN NRSP BRSP TA GoB	Yes	10
5	Social Media (Facebook/twitter)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Increase followers from 3000 to 25000 through organic outreach to stakeholders, relevant development partners and associations. Text, graphic, photographs and video content around the	Help communicate about ongoing BRACE's activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of	RSPN NRSP BRSP TA GoB	No	5 posts/week



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. Increase use of organic videos made from phones.	Programme's interventions on lives of communities.			
6	Social Media Hashtag Campaign (twitter and Facebook) and Youth Engagement	Int. and External Audiences as identified and defined in C&V Plan/Strategy	Hashtag campaign to promote a key thematic message or as a means to advocate for policy change.	Build and enhance awareness about important issues and advocate for pro development and community building policies.	RSPN NRSP BRSP TA	No	1
7	Orientation sessions for District level staff on C&V messages	For internal audiences as identified	Orientation session with district level staff of all partners on communication skills required to capture and disseminate communication messages and conduct programme communications	Capacity building of the district level BRACE staff of RSPs and TA on C&V Skill	TA NRSP BRSP RSPN	No	1
8	Commemoration of International Days	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Events and social media posts around relevant international days International Women Day; Disabilities; Anti-Corruption Day; Handwashing/ Water Day	Create opportunities to motivate, empower and advocate for BRACE messages	RSPN TA BRSP NRSP GoB	No	3



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



9	BRACE Website	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Build and regularly update the BRACE website Add a blog page on the website Live streaming of social media on site	Disseminate information about and create an information hub for the BRACE programme	TA RSPN NRSP BRSP GoB	Yes	1 and monthly updates
10	Printing and Dissemination of Visibility Items	For Internal and Wider External Audiences as identified in C&V Plan/Strategy	Printing of Visibility Items as Caps, Mugs, Wall Clocks, Pen, etc to share with stakeholders at workshops, Seminars, Events	Improved Visibility and Branding of the BRACE Programme, EU, RSPN and RSPs.	RSPN NRSP	Yes	1
11	IEC Material	For Beneficiary awareness and mobilization	Designing and printing of IEC material in local languages. Material to be designed by one IP and printed and disseminated by all	Enhance Information and awareness for beneficiaries and stakeholders	RSPN NRSP BRSP	Yes	As required
12	Sensitization workshops and face to face meetings with community.	For External Audiences as identified and defined in C&V Plan/Strategy	Hold face to face meetings with community representatives and beneficiaries to provide updates on the progress of the BRACE Programme	Mobilized and informed community	BRSP RSPN NRSP	Yes	1 per district



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



5B5

C&V

MESSAGES

BRSP



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



BRACE 2021 C&V MESSAGES – BRSP - SUMMARY

Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2021
1	BRACE Working Group/Committee Meetings	Internal Audiences with the BRACE Communication Focal persons and C&V Committee members	Monthly/Quarterly meetings with the working group and committee members for planning and monitoring purposes.	Oversight of activities, timely revisions, realignment, approvals and synergies in C&V interventions.	All Partners	No	12/4
2	Quarterly Newsletter/E-News Bulletin	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Quarterly E-Bulletins/ Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE’s ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	RSPN with input from NRSP, BRSP, TA, & Gov	Yes	4
3	Media Visits	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Take media on field visits to the communities for them to see the activities and progress made through BRACE	Media visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people’s potential. Promotion of EU’s efforts and RSPs in	RSPN BRSP GoB	Yes	1



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



				sharing it with masses, media, partners, donor agencies and communities.			
4	Face to Face Meeting/workshop with Media	Media, Influencers,	Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions	Strong linkages building with media to highlight Programme activities, events, filed activities and promotion of EU and RSPs' role under BRACE.	RSPN BRSP TA GoB	Linked with Media visits	1
5	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well Each partner will share releases as pertaining to their activities.	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders.	RSPN NRSP BRSP TA GoB	No	4
6	PR- Newspaper Online/Blog Articles	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and	Will help to reach a wider audience, to communicate about BRACE and its impact.	RSPN NRSP BRSP TA GoB	Yes	10



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			<p>share the clippings and links through social media and the website as well</p> <p>Each partner will ensure stories and coverage as per their own activities. This will allow for a larger media outflow of BRACE news without burdening the media by a single agency.</p>				
7	Social Media (Facebook/twitter)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	<p>Increase followers from 3000 to 25000 through organic outreach to stakeholders, relevant development partners and associations. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. Increase use of organic videos made from phones.</p>	<p>Help communicate about ongoing BRACE's activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of Programme's interventions on lives of communities.</p>	RSPN NRSP BRSP TA GoB	No	5 posts/week



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



8	Social Media Hashtag Campaign (twitter and Facebook) and Youth Engagement	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Hashtag campaign to promote a key thematic message or as a means to advocate for policy change.	Build and enhance awareness about important issues and advocate for pro development and community building policies.	RSPN NRSP BRSP TA	No	1
9	Orientation sessions for District level staff on C&V messages	For internal audiences as identified	Orientation session with district level staff of all partners on communication skills required to capture and disseminate communication messages and conduct programme communications	Capacity building of the district level BRACE staff of RSPs and TA on C&V Skill	TA NRSP BRSP RSPN	No	1
10	Commemoration of International Days	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Events and social media posts around relevant international days International Women Day; Disabilities; Anti-Corruption Day; Handwashing Day; Water Day	Create opportunities to motivate, empower and advocate for BRACE messages	RSPN TA BRSP NRSP GoB	No	3
11	BRACE Website	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Build and regularly update the BRACE website Add a blog page on the website	Disseminate information about and create an information hub for the BRACE programme	TA RSPN NRSP BRSP GoB	Yes	1 and monthly updates



The Programme is funded by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			Live streaming of social media on site				
12	IEC Material	For Beneficiary awareness and mobilization	Designing and printing of IEC material in local languages. Material to be designed by one IP and printed and disseminated by all	Enhance Information and awareness for beneficiaries and stakeholders	RSPN NRSP BRSP	Yes	As required
13	Local Radio Programmes	For Beneficiary and stakeholder awareness and mobilization	Produce and air radio programme on local channels	Enhance awareness, mobilise and empower beneficiaries and stakeholders	BRSP	No	1
14	Sensitization workshops and face to face meetings with community.	For External Audiences as identified and defined in C&V Plan/Strategy	Hold face to face meetings with community representatives and beneficiaries to provide updates on the progress of the BRACE Programme	Mobilized and informed community	BRSP RSPN NRSP	Yes	1 per district



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



5B6

C&V

MESSAGES

TA/HD



The Programme is funded by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



BRACE 2021 C&V MESSAGES – TA - SUMMARY

Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2021
1	BRACE Working Group/Committee Meetings	Internal Audiences with the BRACE Communication Focal persons and C&V Committee members	Monthly/Quarterly meetings with the working group and committee members for planning and monitoring purposes.	Oversight of activities, timely revisions, realignment, approvals and synergies in C&V interventions.	All Partners	No	12/4
2	Quarterly Newsletter/E-News Bulletin	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Quarterly E-Bulletins/ Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE's ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	RSPN with input from NRSP, BRSP, TA, & Gov	Yes	4
3	Case Studies (Video Case Studies)	For Internal External Audiences as identified and defined in	Under 3 min videos around human stories of successful achievements of BRACE that have positively affected lives shared by a beneficiary.	The case studies and success stories will highlight the impact of BRACE Programme over the lives of communities and showcase the efforts of EU and RSPs in promoting	RSPN TA	Yes	10 RSPN 2 TA



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



		Global C&V Plan/Strategy		CCD for rural development in Balochistan.			
4	Micromentaries/Documentary	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	A documentary to visually share the concepts, components and highlights of BRACE and its achievements, to be shared through TV, social media, events and Whatsapp.	These documentaries will be communicating about the intervention logic of the Programme, expected outcomes and impact, showcasing field interventions and efforts by EU and partners for uplifting lives of rural poor. Will help enhanced visibility and branding of the EU, as we will be screening them on different platforms as RSPs retreat, LSO Convention, Workshops and other events.	RSPN TA	Yes	3 RSPN 5 RSPN MM 4 TA
5	Face to Face Meeting/workshop with Media	Media, Influencers,	Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions	Strong linkages building with media to highlight Programme activities, events, filed activities and promotion of EU and RSPs' role under BRACE.	RSPN BRSP TA GoB	Linked with Media visits	1



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



6	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well Each partner will share releases as pertaining to their activities.	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders.	RSPN NRSP BRSP TA GoB	No	4
7	PR - Newspaper Online/Blog Articles	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well Each partner will ensure stories and coverage as per their own activities.	Will help to reach a wider audience, to communicate about BRACE and its impact.	RSPN NRSP BRSP TA GoB	Yes	10



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



			This will allow for a larger media outflow of BRACE news without burdening the media by a single agency.				
8	Social Media (Facebook/twitter)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Increase followers from 3000 to 25000 through organic outreach to stakeholders, relevant development partners and associations. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. Increase use of organic videos made from phones.	Help communicate about ongoing BRACE's activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of Programme's interventions on lives of communities.	RSPN NRSP BRSP TA GoB	No	5 posts/week
9	Social Media Hashtag Campaign (twitter and Facebook) and Youth Engagement	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Hashtag campaign to promote a key thematic message or as a means to advocate for policy change.	Build and enhance awareness about important issues and advocate for pro development and community building policies.	RSPN NRSP BRSP TA	No	1



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



10	Orientation sessions for District level staff on C&V messages	For internal audiences as identified	Orientation session with district level staff of all partners on communication skills required to capture and disseminate communication messages and conduct programme communications	Capacity building of the district level BRACE staff of RSPs and TA on C&V Skill	TA NRSP BRSP RSPN	No	1
11	Advocacy for policy, security and gender inclusion	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Integrate advocacy messages in meetings, emails and social media at least once a quarter	National level Advocacy, communication, visibility, linkages building and promotion.	TA	No	4
12	Commemoration of International Days	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Events and social media posts around relevant international days International Women Day; Disabilities; Anti-Corruption Day; Handwashing Day; Water Day	Create opportunities to motivate, empower and advocate for BRACE messages	RSPN TA BRSP NRSP GoB	No	3
13	BRACE Website	For Internal & External Audiences as identified and	Build and regularly update the BRACE website Add a blog page on the website	Disseminate information about and create an information hub for the BRACE programme	TA RSPN NRSP BRSP GoB	Yes	1 and monthly updates



The Programme is funded by the European Union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



		defined in C&V Plan/Strategy	Live streaming of social media on site				
14	Training Sessions on photography mobile videos and programme communications	For Internal Audiences, specifically communication and field staff	Build the capacity and skills of communication focal persons and field staff on photography, mobile videos and programme communications	Capacity building of Communication and Field Staff	TA	No	1 (combined for all partners)
15	Parliamentary Meetings	For External Audiences as identified and defined in C&V Plan/Strategy	Share the benefits of the BRACE Programme and highlight its needs, with a call to action to the GoB and Parliamentarians	Advocacy for and endorsement of BRACE objectives by parliamentarian as a pre-requisite of a policy dialogue	TA	Yes	1
16	Conventions/Workshops of LSOs/CBOs & Best Practice	For Internal & External audience, especially GoB & Donors as defined in C&V Plan/strategy	Hold interactions between GoB/IPs/EUD & other Community Organisations to involve them for sharing of activities/plans/best practices	Regular involvement/information sharing of all stakeholders for implementation of BRACE activities & future planning	TA	Yes	2



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



				Constantly evolving and improved actions by BRACE partners and communities.			
17	Video Interviews	For External Audiences as identified and defined in C&V Plan/Strategy	Video interviews to be recorded and shared with social media and mainstream outlets, along with posting it on the website	Increased awareness and visibility of the leadership of TA and GoB to enhance trust in and recognition of the BRACE programme interventions.	TA	No	2
18	Reports	For Internal & External audience, especially GoB & Donors as defined in C&V Plan/strategy	Reports to be developed on all interventions held for example on District Capacity-building, or Balochistan Strategic Policy & Fiscal Framework, or TA DC Training Course, for sharing of info with trainees/participants and /or with other stakeholders like GoB or EUD; Reports and Findings of Action	Accountability and monitoring of progress and activities	TA	Yes	4



The Programme is funded by the European union

BRACE Programme C&V Strategy (Update February 2021)



			<p>Research/Case Studies, on different Topics, for example on Community Driven LG Models, or the use of Information technology to promote CD LG, etc.; District PEFA Reports; TA Progress Reports: 6-Monthly, Quarterly, TA Annual and TA Overall (Multi-year) Reports and Workplans; and TA Assignment Reports: like the GMS, the Toc, or the Exit Strategy assignment</p>				
19	Communications	For Internal & External audience, especially GoB & Donors as defined in C&V Plan/strategy	<p>Draft and finalise communication documents including BRACE Meeting Minutes; of the OSC, the SPDC, the SCC, the 4 Working Groups; Field Visit Reports: with findings, of national exposure visits,</p>	<p>Synergising all interventions and keeping all internal audience and GoB informed and updated on process and progress of BRACE</p>	TA	Yes	Ongoing



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			or District visits organized by the TA; TA Action Memos, that deal with a specific deliverable of the TA Component. E.g. the JDDC, or LGA reforms; and Official Government Notifications, Policies, Publications, Acts, Laws, etc, prepared with recommendations from TA				
--	--	--	--	--	--	--	--



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



5B7 C&V MESSAGES PFM / OPM

The PFM/OPM Project has been concluded in December 2019 and the PFM/OPM C&V Messages consist of the Reports and Publications of the PFM/OPM project which are presented in a summary list. No C&V Message Templates have been filled out for the OPM/PFM C&V Messages and Reports.

It should be noted that the Balochistan PFM/OPM started earlier than the BRACE Programme IPs (RSP+TA) and as a result the PFM/OPM Project operated independently from the BRACE NRSP/NRSP/RSPN/TA IPs. However, the OPM/PFM area is an intrinsic part of the overall BRACE Reforms (especially the supply side reforms) and therefore the past OPM/PFMN C&V Messages, Reports and Publications have been listed and included in summary list as BRACE related C&V Messages, that also guide us to design the GoB Community Driven Local Government and Rural Development Policy & Fiscal framework.

The TA Component is to build on the OPM/PFM C&V Messages and ensure that these are aligned with what the TA Component is to communicate on (especially) PFM Reforms



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



C&V MESSAGES/PUBLICATIONS/REPORTS by PFM/ OPM - SUMMARY

	Type of Report /Publication	Audience/Recipient
1	Six-Monthly Project Progress Reports	GoB Counterpart/Finance Department and EU Delegation
2	Updated PFM-SPP Logframe	GoB Counterpart/Finance Department and EU Delegation
3	Project Steering Committee Meeting Notification and PSC Minutes	GoB Counterpart/Finance Department and EU Delegation
4	Balochistan Public Financial Management (PFM) Reform Strategy and (rolling) Action Plan, approved by Provincial Cabinet on May 14, 2018. The Strategy is a 10-years framework for PFM reforms in Balochistan	GoB Counterpart/Finance Department and All GoB Departments, EU Delegation and other Development Partners
5	Budget Strategy Paper (2017/18)	GoB Counterpart/Finance Department and All GoB Departments
6	Review Master data GoB IFMIS/SAP System	GoB Counterpart/Finance Department and All GoB Departments
7	Revised Public Finance Administration Act (Feb 2017)	GoB FD, All GoB Depts, Minister of Finance and Chief Minister
8	PAO Performance Monitoring Report (2015/16) of all 70 Principal Accounting Officers	GoB Counterpart/Finance Department and All GoB Departments
9	Budget Call Circular (BCC) 2018-19 circulated January 2018 to inculcate top-down budgeting to enhance ownership of Administrative Depts in budget-making and resource allocation, and mitigate leverage FD	All Federal Ministries/Provincial Departments
10	Guideline of Indicative Budget Ceilings (IBCs) . Under top-down budgeting from Finance and other Administrative Departments, Indicative Budget Ceilings prepared for 15 Administrative Departments	GoB Counterpart/Finance Department and 15 selected GoB Departments
11	Citizen's Budget Book (English and Urdu), improve transparency of government's budget operations and give an oversight of budget to the public, published and placed before Cabinet and Provincial Assembly.	Cabinet, Provincial Assembly and published in public domain
12	Training Programme (newly appointed 75) Sub-Accountants DG Treasuries , 5 days training.	GoB Counterpart/Finance Department
13	Training Needs Assessment (TNA) Report for FD and P&DD. Followed by the, Training Plan for the Departments and officers and officials of both the Departments were being trained successfully.	GoB Counterpart/Finance and P&D Departments
14	TNA Report (2018) of 25 Departments , followed by the Training Plan after for these Departments in PFM areas (completed before June 2019).	GoB Counterpart/Finance Department and 25 Departments
15	Training Programme of 1200 DDOs during 2018-19, of various Departments in Districts, in PFM areas on budget preparation, public procurement, DDOs functions and responsibilities (to be completed December 2018).	GoB Counterpart/Finance Department and various Departments in the Districts.
16	Budget Strategy Paper and Medium-Term Fiscal Framework , to strategize sectoral allocations in annual budget, and provide a Fiscal Framework with 3-year forecasts of revenue and expenditure, shared with FD.	GoB Counterpart/Finance Department
17	Revision of Delegation of Financial Power and Financial Control Rules . Rules of 2008 required revision; and new Delegation of Financial Powers & Financial Control Rules was shared with FD for approval by CS.	GoB Counterpart/Finance Department and Chief Secretary



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



18	Planning Manual of Balochistan. First issue in Balochistan, the Planning Manual was prepared in consultation with P&DD and shared for further process of approval by the Competent Authority.	GoB Counterpart/Finance and P&D Departments
19	Balochistan Government's Financial Rules to be shared with FD in December 2018.	GoB Counterpart/Finance Department
20	Balochistan Government's Treasury Rules to be shared with FD in December 2018.	GoB Counterpart/Finance Department
21	Balochistan's Budget Manual; a new Balochistan's Budget Manual/Budget Rules was shared with FD	GoB Counterpart/Finance Department
22	Development of a PFM Law, to address the weakness of existing PFM systems, a draft PFM Law in the form of a Bill of the Assembly has been prepared and shared with FD for further processing. The constitutional requirement under Article-119 to the Constitution stipulates this PFM Law.	GoB Counterpart/Finance Dept, All GoB Departments, Minister of Finance and Chief Minister
23	Local Councils Fiscal Transfer Rules. Weak system of fiscal transfers to local councils in Balochistan, without legal framework. Draft Fiscal Transfer Rules were shared with Balochistan Local Government Department/Local Government Board, for process and approval. These rules contain the functions and method of working of LCGC, LCGC Secretariat, method of release of funds from FD to local councils.	GoB Counterpart/Finance Department and LGRD Dept and Local Government Board
24	Local Councils Budget Rules. The Balochistan local government finance system, had expenditures without budgeting in local councils due to non-existence of a proper mechanism for local council budget-making. The Budget Rules have been shared with LGRDD, are aimed at removing the existing weaknesses of budgeting system of local councils.	GoB Counterpart/Finance Department and LGRD Dept and Local Government Board
25	Account Rules for the Local Councils. Non-existing or improper pre-audit mechanism and weak Local Fund Audit Office created issues of utilization of local councils grant and local councils' fund. The Local Councils Accounts Rules prescribe effective pre-audit mechanism and proper maintenance of accounts. Rules were shared with LGRDD.	GoB Counterpart/Finance Department and LGRD Dept and Local Government Board
26	UC Budget/Accounts Rules. To devise separate budget and accounts mechanism for Union Councils which are smaller size local councils. Draft Rules have been prepared and shared shortly with LG Department.	GoB Counterpart/Finance Department and LGRD Dept and Local Government Board
27	Delegation of Powers Rules for Local Councils. On demand of LG Department, the Project team developed the draft Delegation of Financial Power Rules for Local Councils, to be shared with the Administrative Department.	GoB Counterpart/Finance Department and LGRD Dept and Local Government Board



The Programme is funded
by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



5B8

C&V

MESSAGES

GoB



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



BRACE 2021 C&V MESSAGES – GoB/OTHER - SUMMARY

Sr. No	Tools & Channels	Audience	Description	Expected Result	Responsibility	Budgeted	2021
1	BRACE Working Group/Committee Meetings	Internal Audiences with the BRACE Communication Focal persons and C&V Committee members	Monthly/Quarterly meetings with the working group and committee members for planning and monitoring purposes.	Oversight of activities, timely revisions, realignment, approvals and synergies in C&V interventions.	All Partners	No	12/4
2	Quarterly Newsletter/E-News Bulletin	For Internal External Audiences as identified and defined in Global C&V Plan/Strategy	Quarterly E-Bulletins/ Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials	Audience and stakeholders are aware with BRACE's ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme.	RSPN with input from NRSP, BRSP, TA, & Gov	Yes	4
3	Media Visits	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Take media on field visits to the communities for them to see the activities and progress made through BRACE	Media visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people's potential.	RSPN BRSP GoB	Yes	1



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



				Promotion of EU's efforts and RSPs in sharing it with masses, media, partners, donor agencies and communities.			
4	Face to Face Meeting/workshop with Media	Media, Influencers,	Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions	Strong linkages building with media to highlight Programme activities, events, filed activities and promotion of EU and RSPs' role under BRACE.	RSPN BRSP TA GoB	Linked with Media visits	1
5	Press Releases	For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well Each partner will share releases as pertaining to their activities.	Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders.	RSPN NRSP BRSP TA GoB	No	4



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



6	PR - Newspaper Online/Blog Articles	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well Each partner will ensure stories and coverage as per their own activities. This will allow for a larger media outflow of BRACE news without burdening the media by a single agency.	Will help to reach a wider audience, to communicate about BRACE and its impact.	RSPN NRSP BRSP TA GoB	Yes	10
7	Social Media (Facebook/twitter)	For Internal& External Audiences as identified and defined in C&V Plan/Strategy	Increase followers from 3000 to 25000 through organic outreach to stakeholders, relevant development partners and associations. Text, graphic, photographs and video content around the BRACE	Help communicate about ongoing BRACE's activities, maintaining regular flow of information with a wider range audience, sharing field activities, real life stories, events, and the impact of Programme's interventions on lives of communities.	RSPN NRSP BRSP TA GoB	No	5 posts/week



The Programme is funded by the European union

Balochistan Rural Development and Community Empowerment Programme (BRACE)

BRACE Programme C&V Strategy (Update February 2021)



			activities, events, updates and highlights to be shared at least three times a week if not daily. Increase use of organic videos made from phones.				
8	Commemoration of International Days	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Events and social media posts around relevant in. days International Women Day; Disabilities; Anti-Corruption Day; Handwashing Day; Water Day	Create opportunities to motivate, empower and advocate for BRACE messages	RSPN TA BRSP NRSP GoB	No	3
9	BRACE Website	For Internal & External Audiences as identified and defined in C&V Plan/Strategy	Build and regularly update the BRACE website Add a blog page on the website Live streaming of social media on site	Disseminate information about and create an information hub for the BRACE programme	TA RSPN NRSP BRSP GoB	Yes	1 and monthly updates
10	Video Interviews	For External Audiences as identified and defined in C&V Plan/Strategy	Video interviews to be recorded and shared with social media and mainstream outlets, along with posting it on the website	Increased awareness and visibility of the leadership of TA and GoB to enhance trust in and recognition of the BRACE programme interventions.	TA GoB	No	2