



BRACE Programme's Communication and Visibility Strategy/Plan (RSPN-Component)



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IMPLEMENTING PARTNERS FOR THE BRACE's GRANT COMPONENT



PROGRAMME TECHNICAL ASSISTANCE PARTNER



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BRACE COMMUNICATION & VISIBILITY PLAN

Purpose of Communication Plan

The communication plan sets the standards for how and when communication takes place for the BRACE Programme. Based upon understood stakeholder and audience needs and expectations (interest and impact), the communications plan identifies communication objectives for the program, key messages for important, how participants will communicate, and the timing of communications. The communication plan introduces consistency to communications and messages, assists towards managing stakeholders during execution, facilitates team development, increases Programme performance, mitigates risks for the program, acts as an enabling tool towards Programme's success. The communication plan will give the different audiences what they want.

The plan is a living document and will be monitored and executed during program planning, execution, and closure, all the while adjusting itself to the changing needs of the Program. The plan was developed under the leadership of all partners and in close consultation with the implementing partners, with the assistance of the EU. This document summarises the analysis of current attitudes as discussed at a discussion of all partners in a workshop in Islamabad on August 7-8, 2018.

OVERVIEW

The people of Balochistan have suffered disproportionately, relative to the other regions of the country. The reasons are manifold including failure of public policies; insufficient funding and qualified human resources; poor governance; rising poverty; unstable security and geopolitical situation, and an added Afghan refugee population. Although, the province is in a crisis situation, there is a lot of hope because of its vast geography, rich mineral and energy resources, as well as its untapped human resources potential, which provide an opportunity to transform the province and usher in progress and growth. A key ingredient to ignite the change will be strategic public policy reforms and effective partnership between communities and local authorities, with the people themselves driving the process, participating in the efforts, taking ownership and consequently reaping the fruits of their engagement.

In 2013 the European Union (EU) and Balochistan Rural Support Programme (BRSP) launched the Balochistan Community Development Programme (BCDP) in 40 Union Councils (UCs) of four districts in Balochistan, namely Zhob, Loralai, Khuzdar and Jhal Magsi. The project enhanced social cohesion, improved social services through social mobilisation, and developed community capacities and engagement with local government, local authorities and other development actors. Seeing the positive results of the intervention, the European Union developed the programme further, adding more union councils and districts. This new Programme, called the Balochistan Rural Development And Community Empowerment (BRACE) Programme, is implemented by the Balochistan Rural Support Programme (BRSP), National Rural Support Programme (NRSP), Rural Support Programme Network (RSPN), and Human Dynamics (HD). It builds on the successful three-tier social mobilisation approach to Community Driven Development (CDD) of RSPs in Pakistan.

KNOWING THE BRACE PROGRAMME

The BRACE Programme, operational in 249 UCs of 9 Districts, focuses on empowering citizens and communities and providing them with the means to implement community-driven socio-economic development interventions. It will also amplify their voice and capability to influence public policy decision-making through active engagement with local authorities for quality, inclusive, and equitable service delivery, and civic-oversight.

The EU has also engaged the services of Human Dynamics (HD), an Austrian company, to enable 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. The Programme also has a Public Finance Management (PFM) component, implemented by OPM, who will work closely with HD to assist the Government of Balochistan to cost and fund the community-led development policy framework. Clearly defined fiscal and regulatory frameworks, budgetary processes and commitments will be reflected in a multi-annual budgetary framework and defined institutional arrangements.

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

Under BRACE, 1.9 million Pakistani citizens of 300,000 poor rural households in 249 union councils will be mobilised and organised into a network of people's own institutions: 19,129 Community Organisations (COs); 3,103 Village Organisations (VOs); 249 Local Support Organisations (LSOs) and 31 LSO Networks at tehsil level and nine at district level. RSPs then will provide support to improve the lives and livelihoods of the organised households, as well as to foster linkages between the community institutions and local government to improve local basic service delivery.

The mission and vision of BRACE is to inspire the people of Balochistan and encourage them to improve their lives by actively identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities.

The salient features of BRACE are: it is being implemented through a partnership between local government/ authorities and communities, building a network of people's own organisations working with the local government to improve basic service delivery. The Programme will be institutionalised at the government level through policy and supporting implementation mechanisms.

Since the Programme is implemented by multiple development partners under the leadership of the Government of Balochistan, targeting multiple stakeholders and audiences, it is essential that there is synergy and consistency in messaging. To achieve this, comprehensive and regular internal communication will act as the bond for a unified effort to achieve the Programme goals. Furthermore, external communications will ensure that stakeholders support the goals and beneficiaries are knowledgeable and actively participate to maximise on the opportunity for growth and progress provided by the BRACE Programme. In this regard, the communication plan outlines the communication needs and

proposes communication interventions to meet the needs and support the achievement of the Programme goals and objectives.

The document defines the communication objectives, the audiences, key messages, tools and channels, communication activities and expected results. The plan also outlines the monitoring and evaluation of the communication efforts, defining the impact and performance measures and potential risks and risk mitigation actions.

COMMUNICATION NEEDS, GAPS AND PREFERENCES

Desk reviews were also made of research studies conducted with the Balochistan population by UNICEF (2017), AusAID (2016), Gallup surveys (2018) and viewership/listenership data released by PTV and BBC Radio (2018). The BRACE team also carried out a preliminary stakeholder analysis prior to the workshop, based on inputs from all the project team and partners. The objective of the exercise was to assess the current awareness and understanding about the Programme amongst the internal and external audiences and stakeholders; the current communication practices amongst internal stakeholders; and to understand the communication habits of all audience.

The communication needs, gaps and communication tool preferences were discussed intensively during a two-day workshop in Islamabad on August 7-8, 2018 to come up with a common understanding of the issues and communication objectives, target groups as set out in this document. For the purposes of simplification, the target groups were divided into a total of 7 sub-categories: 3 types of internal audiences, and 4 types of external audiences. The 3 internal audiences were sub-categorised as project partners, influencers and wider audiences; while external audiences comprise Influencers, media (a very special type of influencers), beneficiaries and wider audiences. All of these have different characteristics, levels of interest in the programme, and communication preferences which are defined in greater detail below.

THE KEY FINDINGS WERE AS BELOW:

There is limited awareness about BRACE within the internal stakeholders, with only the directly implementing departments/organization aware and knowledgeable about the Programme.

Currently, there are communication efforts being undertaken for the BRACE Programme, mostly by the implementing partners, however, there is a need to enhance the communication footprint for a greater visibility and understanding of the BRACE Programme.

The major barriers perceived are:

- Lack of understanding of the programme by various internal audiences about their role and how (and why) they should support it
- Lack of active participation by the communities in particular when it came to women for whom there are cultural barriers to participation, and also due to suspicion towards NGOs, INGOs
- prevalent security threats
- Lack of access to communication tools
- Lack of trust in government interventions
- Lack of regular information flow to stakeholders and beneficiary communities.

SUGGESTED REMEDIES

It was agreed that

- There is a need to demonstrate the efficacy, especially in terms of poverty alleviation, of the programme through success stories and
- There is a need to accumulate Big Numbers to build a positive reputation and trust in the programme.
- It is important to provide stories of positive impacts for excluded communities - elderly, disabled, and minorities etc., to ensure an inclusive and all-encompassing programme outreach. In particular, these should try to overcome concerns by focusing on benefits all can support such as poverty reduction, health treatments etc.
- It is important to convey the message that the European Union is not an INGO, but rather a community of states whose support for Pakistan derives from a strong belief in tolerance, multi-culturalism and building opportunities and capacities for all.

The preferred sources of information for the educated audience residing in urban and peri-urban areas are TV (cable), Newspapers, FM Radio, Mobile SMSs, Emails, Face to Face meetings, Seminars/Workshops, Newsletters, IEC material (Banners, Posters, Flyers, Brochures, Standees etc.), and social media (Facebook and Twitter), in the English and Urdu language.

For the audiences that have low literacy levels and are mostly residing in peri-urban and rural areas with limited access to communication tools, face to face meetings and pictorial communication material in regional language are the most preferred sources of information. In those areas where cultural norms do not allow access to women, it is preferred that women and/or family members are used as messengers.

SWOT ANALYSIS

The SWOT analysis identifies the unique features, strengths and opportunities of the BRACE Programme. These features and points will 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 • Organised communities • Social mobilisation • Civic oversight | <ul style="list-style-type: none"> • No shared programme identity • 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 • Organisational 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 • Tribal Culture • Strong Egos |

COMMUNICATION AIMS AND OBJECTIVES

The aim of the communication efforts is to ensure regular information sharing and synergy in messages amongst the internal audiences and to build awareness and trust in the BRACE Programme amongst the external audiences to support the achievement of the Programme goals.

The specific communication objectives are to:

- Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergised effort
- 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 the strong partnership between Government and EU

TARGET AUDIENCE

The BRACE Programme is working towards improving the lives of the people of Balochistan. To do this it needs to engage various audiences. For the purpose of this plan, the audiences have been divided into two main categories – internal and external audiences - and seven sub-categories. The detailed analysis of the audiences is in Annex I, however, a summary of their definitions is as below:

| Target Audience | Members | Profile | Communication Objective |
|---|---|--|--|
| INTERNAL | | | |
| <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 synergised 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 synergised 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. | |
| Wider Audience | Wider government departments, senior officials of these departments, similar development projects/programmes, other EU programmes | 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 | |

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| | and elected officials at all levels. | and could share the positive impact and encourage communities to participate. They need to be fully and regularly informed to provide synergised 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. | |
| <u>EXTERNAL</u> | <i>Those audiences are those directly or indirectly affected by the BRACE Programme</i> | | |
| Influencers | 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 | 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 skeptical. 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, organise opportunities where they can support and endorse the programme and to use them as messengers to | Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries |

| | | | |
|----------------------|--|--|--|
| | | 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. | |
| Media | 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. | 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 skeptical 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 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. | <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> |
| Beneficiaries | Community institutions, community organisations, 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 | Ensure that participating communities are knowledgeable about how to participate |

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| | | <p>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.</p> | |
| <p>Wider Audience</p> | <p>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</p> | <p>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.</p> | <p>Promote awareness of BRACE as evidence of strong partnership between Government and EU</p> |

KEY MESSAGES

The overall key messages have been developed to address the communication needs, the strengths and opportunities and the Programme needs of BRACE. We also suggest how these are to be disseminated in ways that lend to their credibility. The main messages are:

1. **“The European Union is supporting the Government of Balochistan, which is executing the province’s largest community-led development sector initiative in 9 districts.”**

Figures to support this: 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. The project will also provide indicators for the types of impact to be achieved. The message about EU support will be made meaningful by using every and all opportunities to include messages from the EU ambassador in materials, and also by using the EU’s ‘autograph’ explaining what the EU is and why it supports Pakistan.

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

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

3. **“Working through thousands of Government and local authority officials, BRACE will strengthen technical, institutional and human resource skills and capabilities of 1.9 million Pakistani citizen (294,713 households).”**

This is a ‘how’ message that will 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

4. BRACE will also work to develop an evidence based Local Development Policy Framework for Balochistan that is relevant to the area and synchronised across all sectors to support rural development through a community led development approach.

For this to have meaning for the beneficiaries and wider public, stories must be told demonstrating how the Local Development Policy Framework will result in more meaningful results for citizens than the current approach!

5. BRACE works on the principles of equal opportunity and ensures women empowerment, gender sensitivities and 100% coverage of people with special needs, including provision of health insurance for the poorest.

Concerns about gender equality are a significant source of mistrust. Therefore, stories about women participating in the project and thereby overcoming huge obstacles in their daily life 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. They are also naturally inclined to focus on finding nearby safe sources of water – which makes it safer to fetch water and also to keep their families healthy.

AUDIENCE/STAKEHOLDER SPECIFIC MESSAGES ARE AS BELOW:

| Target Audience | Communication Objectives | Key Messages |
|---|---|---|
| <i>INTERNAL</i> | | |
| Influencers & Project Team | Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergised effort | Take note of the progress and news updates and stories being communicated and share widely with others. If you, through your work, become aware of a positive story or project outcome, please communicate this to the BRACE team It builds on past successes and is funded by the European union, including budget support to fund priority initiatives for communities. However, this one includes budget support to facilitate government support for community priority projects. |
| Wider Audience within the government | | The BRACE Programme is a vehicle that will help improve the lives of 1.9 Baloch citizens. By owning and supporting it through provision of financial, policy and implementation support you will be part of its success. European Union, including budget support to fund priority initiatives for communities. However, this one includes |

| | | |
|--|--|--|
| | | budget support to facilitate government support for community priority projects. |
| EXTERNAL | | |
| Influencers | <p>Ensure widespread awareness about the programme and its successes amongst the relevant government officials/departments, parliamentarians, community leaders/elders and the beneficiaries</p> <p>Ensure that participating communities are knowledgeable about how to participate</p> <p>Promote awareness of BRACE as evidence of strong partnership between Government and EU</p> | <p>BRACE is a model programme designed to build government and community capacities to work together to find sustainable solutions to address poverty and generate growth.</p> <p>It builds on past successes and is funded by the European union, including budget support to fund priority initiatives for communities.</p> <p>It represents Balochistan's biggest initiative to date to improve the lives of its people.</p> <p>You can follow its progress by subscribing to newsletters, and case studies.</p> <p>By speaking about it to others and sharing its success stories you can build participation and support its implementation</p> |
| Beneficiaries | | BRACE can give you and your community training and support to address some of your most pressing problems. There is also government funding provided for priority projects which you can develop for your own community. This is an important opportunity for you, and a means to demand your rights and hold elected officials and the government accountable. |
| Wider Audience outside the government | | <p>BRACE is making change happen. It is resulting in better service delivery from government and local authorities. It is good for the progress of our province. And it is being funded by the European Union and so not costing our tax payer.</p> <p>Follow the stories about BRACE to see what is working and what could be replicated in other districts</p> |

| | |
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| Media | <p>BRACE as a model programme designed to build government and community capacities to work together to find sustainable solutions to address poverty and generate growth.</p> <p>It represents Balochistan’s biggest initiative to date to improve the lives of its people.</p> <p>It is funded by the European union, which believes strongly in promoting opportunities for all.</p> <p>You can follow its progress by subscribing to newsletters, and case studies. It is an initiative which merits following as an example elsewhere of what might be achieved with the right approaches. For this reason it is of great relevance to your audiences.</p> |
|--------------|---|

TOOLS AND CHANNELS

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 TOOLS AND CHANNELS SELECTED AS PER AUDIENCE ARE AS BELOW:

| Target Audience | Tools and Channels |
|---------------------------------------|--|
| <i>INTERNAL</i> | |
| 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 |

| EXTERNAL | |
|-----------------------|--|
| Influencers | <ul style="list-style-type: none"> -Emails and Text Messages -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 |

STRATEGIC APPROACH, COMMUNICATION CONTENT AND ACTIVITIES

Given the very wide range of audiences, many of which are semi-literate or illiterate, others are suspicious of governments, NGOs, and outsiders, the approach to communication lies in simplicity.

As indicated above the core messages need to be simple, and made credible through stories, which highlight the benefits and impacts of interventions on the lives of real people. The stories will focus on individuals whose capacities to get things done with and on behalf of their communities has been enhanced, of services that have been improved, on problems that have been agreed and resolved, and on conflicts that have been overcome. It is important to highlight the coming together of government and communities to do this. Therein lies a very important development with the BRACE narrative. No longer is self-help achieved through communities and NGOs alone, but with support from the government whose capacities to deliver services are also being improved.

For all this to work effectively the team will need to ensure that a system is put in place that collects positive stories on a regular basis and tabulates 'Big Numbers' and which then can package these into case studies, essays, and videos that go out regularly.

These need to be cascaded down and shared through the range of channels highlighted below. The content description for each of the tools and channels is as below:

| Target Audience | Tools and Channels | Description |
|---------------------------------------|--|--|
| <i>INTERNAL</i> | | |
| Influencers & Project Team | Email | -Implementing partners to share updates, successes and lessons learnt with Government departments, and highlight the actions required. -Regular emails sent by the Government sharing updates and progress on BRACE and outlining the required actions from the influencers, including development partners and other GoB departments for the support of the programme. |
| | Face to face meetings or video conferences | Monthly face to face coordination meetings held in person or through video conferencing. The meetings to share updates and discuss ways to overcome any challenges. |
| | Audio/Video Messages | Audio/Video messages from the field to show case best practices or highlight any grave concerns. These messages can also be motivational messages from the heads of Government to encourage the officials and partners |
| | Whatsapp Groups and Text Messages | A Whatsapp group with the senior management and officials of the relevant government departments and partners will |

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| | | be created to facilitate coordination and management of BRACE |
| | IEC – Fact Sheets, Flyers, brochures, Banners, posters, infographics | IEC material with the key messages of BRACE, outlining its objectives and vision, along with updates to be displayed and shared to increase knowledge about the programme |
| Wider Audience | Email | Regular emails sent by the local government department sharing updates and progress on BRACE and outlining the required actions from the influencers, including development partners and other GoB departments for the support of the programme. |
| | Face to face meetings | Quarterly meetings to share updates, progress and required action items from the wider audience |
| | E-Bulletins/Newsletters | Quarterly E-Bulletins/Newsletters will contain success stories, updates of activities and progress and messages from Government Officials |
| | Facebook closed groups | A closed facebook group with the wider audience will be used as a discussion forum and to share regular updates including photographs of events, activities, achievements and videos of successful projects |
| | IEC – Fact Sheets, Flyers, brochures, Banners, posters, infographics | IEC material with the key messages of BRACE, outlining its objectives and vision, along with updates to be displayed and shared to increase knowledge about the programme |
| EXTERNAL | | |
| Influencers | -Emails and Text Messages | Regular emails sent by the local government department sharing updates and progress on BRACE and outlining the required actions from the influencers, including development partners and other GoB departments for the support of the programme. |
| | -E-Bulletin/Newsletter | Quarterly E-Bulletins/Newsletters will contain success stories, updates of activities and progress and messages from Government Officials |
| | -Face to face meetings | Bi-Annual or Annual meetings to update the influencers on the action points and share the challenges that require their support |
| | -Seminars and/or Workshops | Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities |

| | | |
|----------------------|---|--|
| | -Documentary and short videos | 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. Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, Whatsapp and Facebook groups and Seminars |
| | -Social Media (Facebook and Twitter) | Social media pages created for BRACE on Facebook and Twitter. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. |
| | -IEC – success stories, photo stories, fact sheets, flyers, brochures, banners, posters, infographics | IEC material with the key messages of BRACE, outlining its objectives and vision, along with updates to be displayed and shared to increase knowledge about the Programme |
| Beneficiaries | -Face to face meetings | At least monthly meetings with beneficiaries to get updates and understand the needs and ongoing challenges and discuss ways to resolve them. |
| | -SMS text messages | Send SMS text messages with call to actions for the beneficiaries to support the goals of BRACE |
| | -Documentary and short videos | 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. Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, and during meetings |
| | -TV – Ads/Public Service Announcements | Cable TV ads/PSAs to be developed to encourage people to participate in BRACE and share its achievements |
| | -Radio - Ads/Public Service Announcements | Radio ads/PSAs to be developed to encourage people to participate in BRACE and share its achievements |
| | -Print - Ads/Public Service Announcements | Print Ads sharing details of BRACE, its achievements and a call to action for the beneficiary to share in local newspapers |

| | | |
|-----------------------|---|--|
| | -Social Media (Facebook and Twitter) | Social media pages created for BRACE on Facebook and twitter. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. |
| | -Community gatherings | Community gatherings to be held to share the collective updates and celebrate the success and discuss ways to overcome the challenges |
| | -Robocalls | Robocall messages with call to actions for the beneficiaries to support the goals of BRACE |
| Wider Audience | -Print - Ads/Public Service Announcements | Develop TV ads based on the communication objectives of BRACE to aired on local radio channels |
| | -SMS text messages | Call to action messages and achievements of BRACE to be shared through SMS messages |
| | -Documentary and short videos | 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. Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, Whatsapp and Facebook groups and Seminars |
| | -TV – Ads/Public Service Announcements | Develop TV ads based on the communication objectives of BRACE to aired on local radio channels |
| | -Radio - Ads/Public Service Announcements | Develop 30 second ads based on the communication objectives of BRACE to aired on local radio channels |
| | -Website | Develop and maintain a website with background information about BRACE and provide regular updates and highlights of the programme |
| | -Social Media (Facebook and Twitter) | Social media pages created for BRACE on Facebook and twitter. Text, graphic, photographs and video content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. |
| | -Seminars and/or Workshops | Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities |

| | | |
|--------------|---|--|
| | -PR – articles, talk shows, soundbites, tickers, blogs | 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 |
| | -E-Bulletin/Newsletter | Quarterly E-Bulletins/Newsletters will contain success stories, updates of activities and progress and messages from Government Officials |
| | -IEC – success stories, photo stories, fact sheets, flyers, brochures, banners, posters, infographics | IEC material with the key messages of BRACE, outlining its objectives and vision, along with updates to be displayed and shared to increase knowledge about the programme |
| | -Site Visits | Take them on visits to the communities for them to see the activities and progress made through BRACE |
| Media | -E-Bulletin/Newsletter | Quarterly E-Bulletins/Newsletters will contain success stories, updates of activities and progress and messages from Government Officials |
| | -Face to face meetings | Bi-Annual/Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions |
| | -Documentary and short videos | 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. Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, Whatsapp and facebook groups and Seminars |
| | -Seminars and/or Workshops | Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities |
| | -Whatsapp group with regular updates | Create a Whatsapp group to share press releases, fact sheets, videos and regular updates about the BRACE Programme |
| | -Website | Develop and maintain a website for BRACE that will inform the media about upcoming events, have all the IEC material available for them and provide the background information on BRACE and the implementing Government and development partners |

| | | |
|--|---|---|
| | -Social Media (Facebook and Twitter) | Share regular information through the Facebook and Twitter BRACE pages |
| | Field Visits | Take media on field visits to the communities for them to see the activities and progress made through BRACE |
| | -IEC – success stories, photo stories, fact sheets, flyers, brochures, banners, posters, infographics | IEC material with the key messages of BRACE, outlining its objectives and vision, along with updates to be displayed and shared to increase knowledge about the programme |

IDENTITY GUIDELINES FOR EU AND BRACE LOGOS



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.

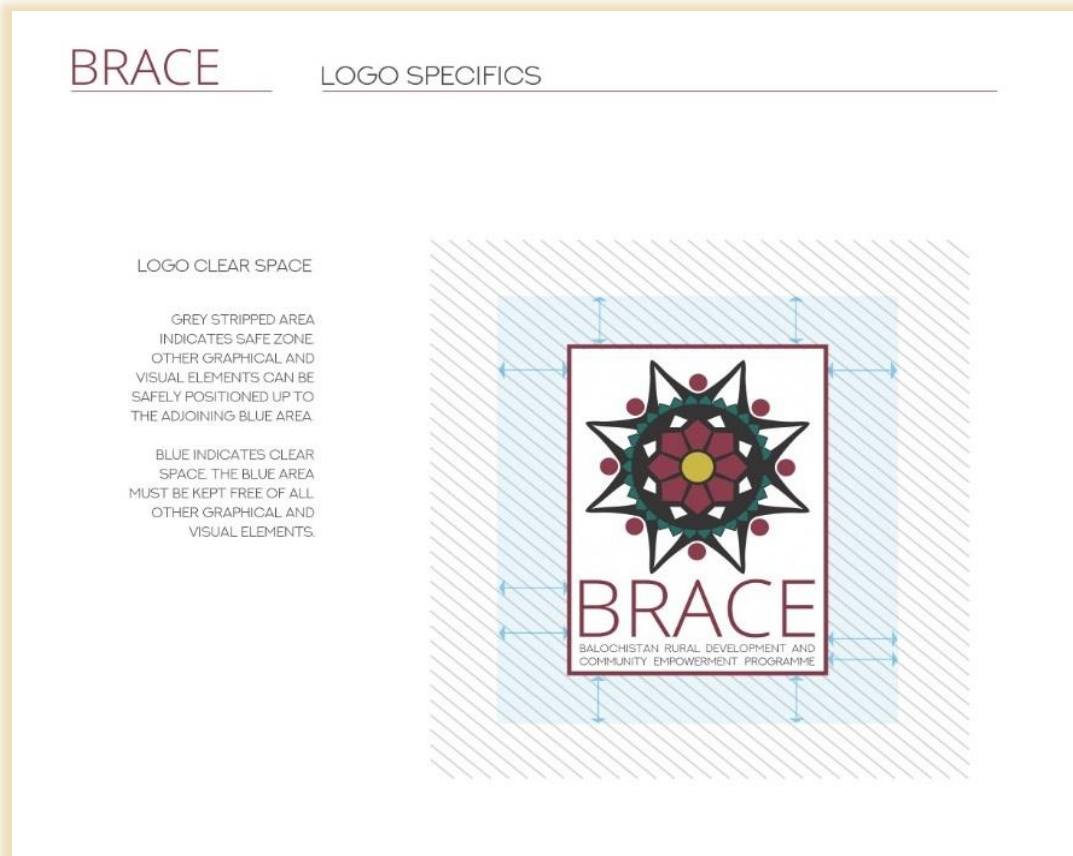
EU LOGO SIZE AND COLOUR ON DIFFERENT BACKGROUNDS

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>

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

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

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

BRACE

LOGO USAGE

LOGO USAGE
AGAINST DIFFERENT
BACKGROUNDS



AGAINST WHITE



AGAINST BLACK



AGAINST LIGHT PICTORIAL



AGAINST DARK PICTORIAL

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 | 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. EU logo with Urdu typeface of “European Union” as previously placed on page 21 should be used at field level. |
| BRACE | 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. 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. |
| RSPN, RSPS AND HD | 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 . The space between RSPs and HD logo is not mandatory, and can be used on equal space as shown in samples. |
| IEC SAMPLES | Samples of Designed Products are pasted on page 28-29 for reference and more clarity of the reader. |

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 |

SAMPLES IEC PRODUCTS:

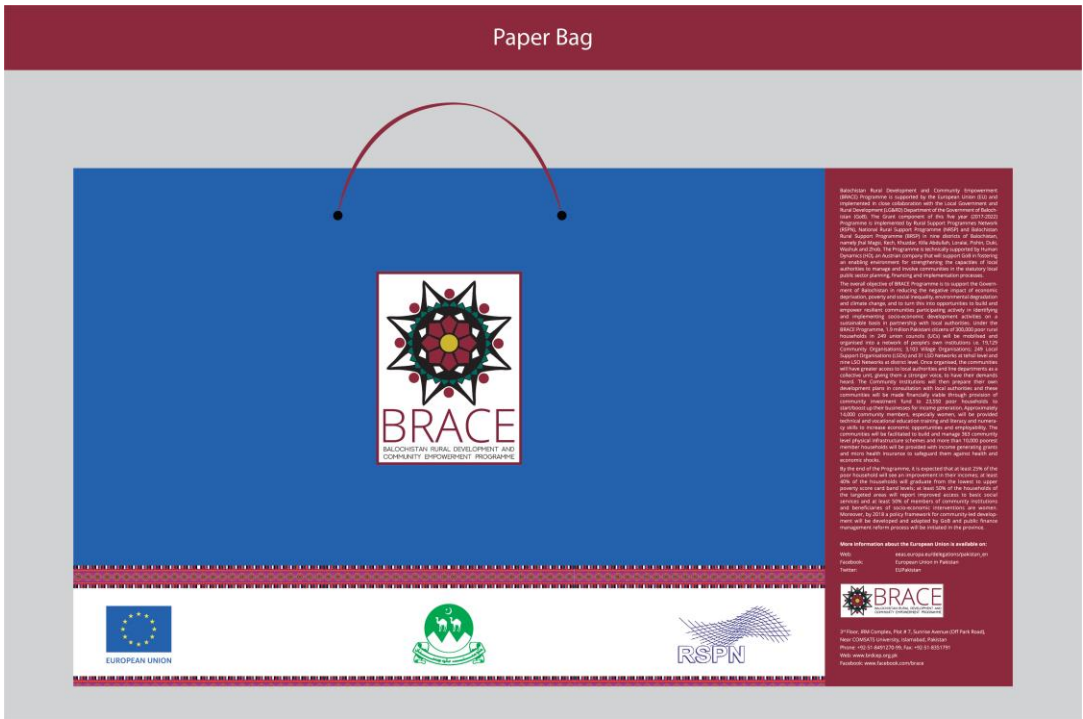
Banner



POSTER



FILE COVER DESIGN



| PROPOSED WORK PLAN OF RSPN'S COMPONENT | | | | | | | | Y1 | Y2 | Y3 | Y4 | Y5 |
|--|---------------------|---|--|---|----------------|----------|-------------------|-------------------|-------------------|-------------------|-------------------|----|
| Sr. No | Tools & Channels | Audience | Description | Expected Result | Responsibility | Budgeted | 2017 - 2018 | 2018 - 2019 | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | |
| 1 | Biannual Newsletter | For Internal External Audiences as identified and defined in Global C&V Plan/Strategy | Quarterly E-Bulletins/ Bi-Annual Newsletters will contain success stories, updates of activities and progress and messages from Government Officials | Audience and stakeholders are aware with BRACE's ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of EU under BRACE Programme. | RSPN | Yes | 2 | 2 | 2 | 2 | 2 | |
| 1.1 | E-news Bulletin | For Internal External Audiences as identified and defined in Global C&V Plan/Strategy | E-Bulletins will contain success stories, updates of activities and progress and messages from Government Officials | Audience and stakeholders are aware with BRACE's ongoing activities and its impact over the lives of targeted communities. They recognise efforts of RSPs, GOB and are aware of the role and support of | RSPN | Yes | | 6 | 12 | 12 | 12 | |

| | | | | | | | | | | | | |
|---|-------------------------------------|---|--|--|------|--------------------------|---|---|---|---|---|--|
| | | | | EU under BRACE Programme. | | | | | | | | |
| 2 | Case Studies (Written Case Studies) | For Internal External Audiences as identified and defined in Global C&V Plan/Strategy | IEC material with the key messages of BRACE, outlining its objectives and vision, along with updated to be displayed and shared to increase knowledge about the Programme | The case studies and success stories will be highlighting the impact of BRACE Programme over the lives of communities and showcasing the efforts of EU and RSPs in promoting CCD for rural development in Balochistan. | RSPN | Linked with Field Visits | | 4 | 6 | 6 | 8 | |
| 3 | FACT Sheets (KPIs) | For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy | One Pager Fact Sheet with Bi-monthly updates as how many COs, VOs LSOs are formed and other KPIs. to be developed and shared through email and social media with Internal and External Audience. | Facts sheets will keep updated audiences about the ongoing progress of the BRACE Programme. | RSPN | Yes | | 3 | 6 | 6 | 6 | |
| 4 | Annual KPIs Report | For Internal & External Audiences as identified and | Annual KPIs report showcasing the Key Performance Indicators of the Programme will | The KPIs report will highlight the annual progress of the Programme under | RSPN | Yes | 1 | 1 | 1 | 1 | 1 | |

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

| | | | | | | | | | | | |
|---|------------------|---|--|--|------|-----|---|---|---|---|---|
| | | | | also be shared with all targeted audiences. | | | | | | | |
| 7 | Thematic Studies | For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy | IEC material with the key messages of BRACE, outlining its objectives and vision, along with updates to be displayed and shared to increase knowledge about the programme | Generating and showcasing evidences of the CDD interventions of lives of communities as: Community Investment Fund, Income Generating Grants etc. | RSPN | Yes | | 1 | 1 | 1 | 1 |
| 8 | Documentaries | For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy | A documentary to visually share the concepts, components and highlights of BRACE and its achievements, to be shared through TV, social media, events and Whatsapp. Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, Whatsapp and | 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 | Yes | 1 | | 1 | | 1 |

| | | | Facebook groups and Seminars | | | | | | | | |
|----|---------------------------------|---|---|--|--|---|---|---|---|---|---|
| 9 | Media Visits | For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy | Take media on field visits to the communities for them to see the activities and progress made through BRACE | Media visits will help promote impact of BRACE interventions in field, advocating for CDD and Importance of Social Mobilisation in harnessing people's potential. Promotion of EU's efforts and RSPs in sharing it with masses, media, partners, donor agencies and communities. | RSPN | Yes | 1 | 1 | 2 | 2 | 2 |
| 10 | Face to Face Meeting with Media | Media, Influencers, | Bi-Annual/Annual and/or need based press briefings to update the media on the progress, achievements and highlight the call to actions | Strong linkages building with media to highlight Programme activities, events, filed activities and promotion of EU and RSPs' role under BRACE. | RSPN | Linked with Media visits | 1 | 1 | 2 | 2 | 2 |
| 11 | Short Videos | For Internal External Audiences as identified and defined in Global C&V Plan/Strategy | Short videos in the form of beneficiary interviews, stakeholder interviews and sharing visuals of the BRACE activities to be shared on social media, Whatsapp and | Will help serve the purpose of information dissemination, Image Building , Linkages, Outreach, Showcasing, Visibility and Branding | RSPN in collaboration with Participate | We do not have specific budget for this | 2 | 5 | 4 | 7 | 8 |

| | | | | | | | | | | | | |
|----|---------------------------------|---|---|---|--------------|-----|---------------------------------|---------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | | | Facebook groups and Seminars | | | | | | | | | |
| 12 | Press Releases | For Internal & External Audiences as identified and defined in Global C&V Plan/Strategy | - Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well | Press releases of different events as Programme Launching Ceremony, Workshops, LSO conventions and other events will help us to share information about BRACE, its objectives, interventions, impact and role of EU and partners with different internal and external stakeholders. | RSPN | No | 1 | 2 | 2 | 2 | 2 | 2 |
| 13 | Newspaper Online/Blog Articles | For Internal & External Audiences as identified and defined in C&V Plan/Strategy | Engage the media to publish/broadcast positive news and updates about BRACE to create an endorsement for the programme and share the clippings and links through social media and the website as well | Will help to reach a wider audience, to communicate about BRACE and its impact. | RSPN | Yes | | 8 | 10 | 10 | 10 | 10 |
| 14 | Social Media (Facebook/twitter) | For Internal & External Audiences as identified and | Social media pages created for BRACE on Facebook and twitter. Text, graphic, photographs and video | Help communicate about ongoing BRACE's activities, maintaining regular flow of information with a wider | RSPN RSPs | No | Mini mu m 3 post s/ | 5pos ts/w eek | 5 post s/we ek | 5 post s/we ek | 5 post s/we ek | 5 post s/we ek |

| | | | | | | | | | | | |
|----|---|--|--|---|------|-----|------|---|---|---|---|
| | | defined in C&V Plan/Strategy | content around the BRACE activities, events, updates and highlights to be shared at least three times a week if not daily. | range audience, sharing field activities, real life stories, events, and the impact of Programme's interventions on lives of communities. | | | week | | | | |
| 15 | Interviews of Chairman/CEO/COO/in media | - For Internal & External Audiences as identified and defined in C&V Plan/Strategy | How EU and RSPs are collaborating to support and strengthen the capacity of GoB for rural development in Balochistan | National level Advocacy, communication, visibility, linkages building and promotion. | RSPN | No | | 1 | 2 | 2 | 2 |
| 16 | Experience Sharing & Learning Visits | RSPs GoB Policy Makers Influential | -Exposure - Impact - Learning | Insight and international exposure on CDD | RSPN | Yes | 1 | 1 | 1 | 1 | 1 |
| 17 | Seminars and/or Workshops | For Internal & External Audiences as identified and defined in C&V Plan/Strategy | Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities | Showcasing of BRACE Work among all stakeholders including Media, EU, RSPs, NGOs, INGOs, GOB, Federal Government etc | RSPN | Yes | | | 1 | 2 | |
| 18 | Participation in National Conferences and Workshops | For Internal & External Audiences as identified and defined in C&V Plan/Strategy | Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities | Participation and representation of the BRACE Programme on different forums. | RSPN | Yes | 1 | 1 | 1 | 1 | 1 |

| | | | | | | | | | | | |
|----|--|--|---|--|------|-----|---|---|---|---|---|
| 19 | Participation in International Conferences and Workshops | For wider External Audiences as identified and defined in C&V Plan/Strategy | Seminar to show case the successes and advocate for the goals and causes of BRACE and its communities | Participation and representation of the BRACE Programme on different International forums. | RSPN | Yes | | | 1 | 1 | |
| 20 | Exposure Visits of RSPs & GOB to other RSP areas | RSPs & GOB | Lesson learnt visits to examine the work and progress of other RSPs on different EU funded projects as SUCCESS. | Lesson learning from field an experience sharing | RSPN | Yes | | 1 | 1 | 1 | 1 |
| 21 | FACE Training Meetings for RSPs | RSPs | Capacity building of the communications Officers of RSPs on different C&V Skills. | Quality and Standardised Communication and Visibility under BRACE Programme | RSPN | No | 1 | 1 | 1 | 1 | 1 |
| 22 | Printing and Dissemination of Visibility Items | For Internal and Wider External Audiences as identified in C&V Plan/Strategy | Printing of Visibility Items as Caps, Mugs, Wall Clocks, Pen, etc to share with stakeholders at workshops, Seminars, Events | Improved Visibility and Branding of the BRACE Programme, EU, RSPN and RSPs. | RSPN | Yes | 1 | | 1 | | |

MONITORING AND EVALUATION

The activities outlined in the communication will be monitored for execution and process. The impact of the interventions will be evaluated on annual basis for impact. Pre and post surveys will gauge the impact of the interventions and the progress made in achieving the objectives.

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 excluded groups will be gaged through number of women and excluded groups aware and participating in the Programme. The questions asked will be: Can they participate and freely express their opinions in public hearings? Do they have equal access to information and media channels? Are communication processes designed to address their specific needs and issues? It is essential that no one is left behind and all voices are included for an inclusive response to community development.

The monitoring and evaluation will gauge the following areas on the change levels outlined below:

- 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

Monitoring will also see if communication interventions are being executed as planned. Is the quality of implementation good, are the material produced culturally acceptable and responding to the plan and the key messages?

The results of monitoring and evaluation will help in maintaining quality and re-orienting the direction to respond to the changing environments.

| Activity | Indicators | Source for Result/indicator | Frequency of Monitoring/Evaluation |
|---|--|--|------------------------------------|
| INTERNAL | | | |
| Send regular information and progress updates through emails | Content, Number and frequency of emails and recipients of emails | Sent Data of Emails | Quarterly |
| Hold regular update, coordination and process monitoring meetings | Number of meetings, attendees and agenda | Meeting minutes and attendance sheets | Quarterly |
| Hold Seminars and Workshops/Retreats | Number of events, attendees and agenda | Attendance sheets, reports & photographs | Post event |

| | | | |
|--|--|--|---------------|
| Design and disseminate of IEC material | Number and types of material developed, cultural/audience appropriateness, alignment with key messages, distribution | Material developed | Quarterly |
| Create a close Whatsapp group and ensure regular information flow on progress, achievements and gaps through audio/video/text messages | Whatsapp group created and content shared | Whatsapp | Quarterly |
| Create a close facebook group for the larger internal audience to inform and discuss progress and receive updates | Facebook group created and content shared | Facebook | Quarterly |
| Develop and disseminate progress reports, policy briefs and other programme material | Number of documents developed and shared | Documents | Quarterly |
| Develop and disseminate an E-bulletin/Newsletter | Number of E-Bulletins/Newsletters developed and shared, alignment with key messages | E-Bulletins/Newsletters | Quarterly |
| Conduct field visits with photo ops | Number of field visits | Visit reports and photographs | Post activity |
| <u>EXTERNAL</u> | | | |
| Hold annual LSO Conventions | Number of events, attendees and agenda | Attendance sheets, reports & photographs | Quarterly |
| Develop and disseminate IEC material | Number and types of material developed, cultural/audience appropriateness, alignment with key messages, distribution | Material developed | Quarterly |
| Hold events and meetings to communicate programme updates and achievements | Number of events, attendees and agenda | Attendance sheets, reports & photographs | Quarterly |
| Develop and maintain a website | Website developed, frequency of updates and visits | Website URL, google analytics | Quarterly |
| Develop and disseminate short E-bulletins/newsletters | Number of E-Bulletins/Newsletters developed and shared, | E-Bulletins/Newsletters | Quarterly |

| | | | |
|---|--|--|-----------------|
| | alignment with key messages | | |
| Set up social media platforms on Facebook and Twitter and share regular content on updates, progress, success stories | Number of social media platforms, frequency of content and alignment with key messages, reach and engagement with audiences/stakeholders | Facebook and Twitter analytics | Quarterly |
| Develop and disseminate an annual report | Number of reports developed | Report | Annual |
| Holding informational seminars and workshops to share progress | Number of events, attendees and agenda | Attendance sheets, reports & photographs | Post event |
| Develop and share press release | Number of press release developed, shared and published | Media monitoring | Post release |
| Hold press conferences/briefings | Number of events held | Attendance sheets, reports & photographs | Post event |
| Hold media field visits | Number of field visits | Visit reports and photographs | Post activity |
| Engage print and electronic journalists for articles and features/Talk shows and programmes | Number of media news/shows | Media monitoring | On going |
| Community meetings and face to face meetings with Community leaders | Number of meetings held, attendees and agenda | Attendance sheets, reports & photographs | Post meeting |
| Hold regular manager Conferences | Number of conferences held | Attendance sheets, reports & photographs | Post conference |
| Organize exposure Visits – different levels | Number of visits | Visit reports and photographs | Post activity |
| Hold various events including cultural, sports, awareness sessions and launch ceremonies | Number of events held | Attendance sheets, reports & photographs | Post event |
| Hold International/National Days | Number and type of activity held | Reports and photographs | Post event |
| Design and put up outdoor signage – Sign boards | Number of signage designed and displays and footfall | Photographs of outdoor and estimated footfall data | Quarterly |
| Hold coordination meetings | Number of meetings held, attendees and agenda | Attendance sheets, reports & photographs | Post meeting |

Ideal evaluation measures include a baseline, mid-term and end of programme KAP survey to gage the impact of the communication interventions. At minimum, representative focus group discussions should be conducted to evaluate the impact of the communication efforts. The impact of the communication activities will be seen against the communication objectives.

BUDGET

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

Annex I (Stakeholder/Audience Analysis)

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

| | | | | | |
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| Ministry of Interior | Influencer | <ul style="list-style-type: none"> -No information about BRACE -Potential interest in BRACE -Positive -Media is sceptical of Government programmes -Not known as a Government programme | <ul style="list-style-type: none"> -Support, coordination for the programme - Acknowledgement -Funding -Enhanced interventions -Synergy and consolidation of activities -Watchdog -Ownership -Advocate for BRACE -Promotion and perception building of programme -Outreach to community for the programme -EU visibility -Sensitise communities and government for civic oversight (watchdog) | <ul style="list-style-type: none"> -Support to the people and government - Good feedback from the public -Showcase a model way for development for the world -Success story of development of Pakistan | <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> |
| Parliamentarians | Influencer | | | | |
| Planning Commission | Influencer | | | | |
| MOFA | Influencer | | | | |
| MOI | Wider Audience | | | | |
| GIZ | Wider Audience | | | | |
| INGOs | Wider Audience | | | | |
| NGOs | Wider Audience | | | | |
| World Bank | Wider Audience | | | | |
| Civil Society | Wider Audience | | | | |
| Universities | Wider Audience | | | | |
| National Press Club | Media | | | | |
| National Electronic, Digital and Print Media | Media | | | | |
| Foreign Media | Media | | | | |
| <i>Provincial Level</i> | | | | | |
| INTERNAL | | | | | |
| LGRDD, Government of Balochistan | Project Team | <ul style="list-style-type: none"> -Positive -High level Interest - Supportive to the programme | <ul style="list-style-type: none"> -Positive and supportive -Guiding and implementing | <ul style="list-style-type: none"> - Successful programme - Behaviour change of | <p>Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE</p> |

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| | | -Expecting big results | - Technical and financial support | communities | and execute a synergised effort |
| Government of Balochistan – Home Departments, Finance Departments, P&D, Information, PID | Influencer | -Positive -High level Interest - Supportive to the programme -Expecting big results | -Close coordination with all partners -Regular and proactive sharing of progress/quarterly reports with success stories and pictures | - Global Learning from best practices -Legal framework -Poverty alleviation - Community led and owned development -Support to the people and government - Good feedback from the public and job satisfaction | |
| Secretaries/Focal Persons – Local Government and Rural Development | Project Team | | | | |
| Secretaries/Focal Persons – P&D, Women Development, Social Welfare, Agriculture, BLGB, IT, Home, Labor/Manpower | Influencer | | | | |
| DG-BRDA, DG-LG | Project Team | -Positive - Interested -Limited information about BRACE - Supportive of the programme | | | |
| Government of Balochistan – Departments of Livestock, Agriculture, Women Development, Environment | Wider Audience | | | | |
| TVET EU Programme | Wider Audience | -Positive -Limited information about BRACE | -Support and outreach to communities | | |
| EU Education Programme | Wider Audience | - Supportive of the | | | |

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| EXTERNAL | | | | | |
| Religious Leaders | Influencer | -Positive -Limited information about BRACE - Supportive of the programme | -Support to programme and outreach to communities -Provide financial support and entry points, especially into the difficult areas -Positive perception -Advocate for the programme -Close coordination and synergy in activities -Ownership of the programme | -Support to the people and government - Good feedback from the public -Successful programme during their tenure -Capacity building -Global best practices | 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 EU |
| Parliamentarians | Influencer | | | | |
| Mayor Office | Influencer | | | | |
| Civil Society | Wider Audience | | | | |
| Provincial Universities | Wider Audience | | | | |
| UN Agencies | Wider Audience | | | | |
| INGOs | Wider Audience | | | | |
| NGOs | Wider Audience | | | | |
| TVET Institutions (Partner) | Wider Audience | | | | |
| Provincial Electronic, Digital and Print Media | Media | | | | |
| Quetta Press Club | Media | | | | |

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| | | | -Sensitize communities and government for civic oversight (watchdog) - Advocate for the programme | | |
| <i>District Level</i> | | | | | |
| INTERNAL | | | | | |
| Divisional Director, Local Government | Influencer/Project Team | -Positive -High level Interest | -Positive and supportive | - Successful programme | Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergised effort |
| Assistant Directors, Local Government | Influencer/Project Team | -Improved service delivery -Public to recognise their efforts | - implementing BRACE - Technical and financial support | - Behaviour change of communities | |
| Chief Officers | Influencer | | -Close coordination with all partners | -Poverty alleviation | |
| District Chairman | Influencer | - Institutional capacity building | -Regular and proactive sharing of progress/quarterly reports with success stories and pictures | - Community led and owned development -Support to the people and government - Good feedback from the public and job satisfaction | |

| EXTERNAL | | | | | |
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| Commissioners | Influencer | -Positive -Limited information about BRACE - Supportive of the programme -mistrust of NGOs/INGOs and outsiders | -Support to programme and outreach to communities -Provide financial support and entry points, especially into the difficult areas -Positive perception of BRACE -Advocate for the programme -Close coordination and synergy in activities -Ownership of the programme | -Support to the people and government - Good feedback from the public -Successful programme during their tenure -Capacity building -Global best practices | 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 EU |
| Deputy Commissions | Influencer | | | | |
| Law and Enforcement Agencies | Influencer | | | | |
| Community Elders | Influencer/Beneficiary | | | | |
| | | | | | |
| Tribal Leaders | Influencer/Beneficiary | | | | |
| Religious Leaders | Influencer/Beneficiary | | | | |
| Community Institutions and organisations | Beneficiaries | | | | |
| Line Department Heads – Health, education, PHE, Social Welfare, Livestock, Agriculture, DPW Offices | Wider Audience | | | | |
| University Campuses, TVET institutions, Vocational Training Institutes | Wider Public/beneficiary | | | | |
| SMEDA | Wider Audience | | | | |
| PPHI | Wider Audience | | | | |
| UN | Wider Audience | | | | |
| INGOs | Wider Audience | | | | |

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| NGOs | Wider Audience | | | | |
| Community Support Organisations | Wider Audience | | | | |
| Bar Council | Wider Audience | | | | |
| Press Clubs District Media | Media | | <ul style="list-style-type: none"> -Promotion and perception building of programme -Outreach to community for the programme -EU visibility -Sensitize communities and government for civic oversight (watchdog) - Advocate for the programme | <ul style="list-style-type: none"> -Exposure visits -Results – Data -Capacity Building -Stories and content - Contribution to the development of people and country | |
| Union Council | | | | | |
| INTERNAL | | | | | |
| Tehsil Networks of Local Support Organisations | Influencer/Project Team | <ul style="list-style-type: none"> -Positive -High level Interest -Improved service delivery -Public to recognise their efforts - Institutional capacity building | <ul style="list-style-type: none"> -Support to programme and outreach to communities -Positive perception of BRACE -Implement the programme -Close coordination and synergy in activities | <ul style="list-style-type: none"> -Support to the people - Good feedback from the public -Successful programme during their tenure -Capacity building | Establish an effective communication structure within the government departments and with implementing partners so that they are aware of progress, achievements and learnings of BRACE and execute a synergised effort |
| Union Councils | Influencer | | | | |
| UC secretaries | Influencer | | | | |
| UC Chairman | Influencer | | | | |
| Development Officers | Wider Audience | | | | |
| Elected Councils | Wider Audience | | | | |
| Community Institutions | Beneficiaries | | | | |

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| | | | -Ownership of the programme | | |
| EXTERNAL | | | | | |
| Assistant Commissioners | Influencer | -Positive | -Support to programme and outreach to communities | -Support to the development of people and communities | 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 EU |
| Community Institutions | Beneficiary | -Limited information about BRACE | -Positive perception of BRACE | -reduction in poverty | |
| Community Elders | Wider Audience /Beneficiary | - Supportive of the programme | -Implement the programme | - Utilisation of the full potential of communities | |
| Religious Leaders | Wider Audience /Beneficiary | -unaware of rights | -Tap into the potential of the communities | | |
| PTMC | Wider Public | -Negative perception of NGOs/INGOs and outsiders | -Willingness to change | | |
| Local Youth | Beneficiary | -limited external exposure and limited access due to culture, especially for women | -Close coordination and synergy in activities | | |
| Local Academia | Beneficiary | - Unwilling to change | -Ownership of the programme | | |
| Communities and Women | Beneficiary | - untapped potential | | | |
| | | -limited skills and capacity | | | |

