



## Minutes of the Meetings

### Pre Operational Steering Committee Meeting and Operational Steering Committee Meeting

Date: July 05 and 06, 2018  
Venue: Marriot Islamabad  
Participants: BRACE Programme Partners and the EU representative (list of participants annexed)  
Chaired by: Mr. Arshad Rashid, Development Advisor (July 5th) and Vivien Rigler, Head of Rural Development and Economic Co-operation (July 6th), Delegation of the European Union to Pakistan

#### Key decisions and action items of the Meetings:

- Process for the development of Gender Mainstreaming Strategy for BRACE Programme needs to be expedited. For this, a gender group, led by Shandana Khan from RSPN, needs to be set up for the overall guidance of Gender Mainstreaming Strategy development. Moreover, to guide the gender aspects of the Programme, Gender focal points from RSPN, BRSP and NRSP will be members of the BRACE Operational Steering Committee
- For the development of Programme's Communication and Visibility (C&V) Strategy and finalization of C&V plans for RSPN, BRSP and NRSP, EU and the TA will conduct stakeholders' analysis and Communication and Visibility workshop in July and August 2018 respectively
- Programme's key messages in C&V plan should be more focused on policy dialogue and advocacy with stakeholders
- Research Advisory Committee members should review and provide their feedback on the TORs of Programme's Research Studies. The committee was informed that the TORs of first participatory action research have already been shared with Government. It was decided that Mr. Qaisar Jamali, Provincial Coordinator HD, will follow up with relevant Government officials on the review and feedback of the study TORs and will update the committee
- TA and RSPN should engage reputable Universities and Institutions for their research studies
- RSPN should develop and share position paper on the issue of Local Support Organisations (LSO) registration and bank accounts opening for LSO; which was reported to be a big challenge
- EU will advocate with the Government of Pakistan to leverage resources for BRACE Programme
- The Steering committee understands the reasons behind the delays in Human Dynamics component. However, the Human Dynamics should use non-key experts to set off key activities





- RSPN should use Regional exposure visits for stakeholders more strategically and these visits should be planned more effectively from policy and advocacy perspective
- It was recommended that a short study be conducted on Community Driven development within Government setup to inform policy debate. The study should also take into consideration the government systems and how CDD approaches can be incorporated in the system.
- Operational Steering Committee (OSC) meetings should be held on regular basis in the future and should be on rotational basis. Upcoming OSC meeting should have a session on cross-cutting themes in BRACE Programme, especially Civic Oversight and Gender Mainstreaming etc.
- Follow up Synergies Workshop to be held in August or September 2018
- The Programme partners should come up with a strategy to mainstream cross cutting themes in the Programme. In addition, the Programme MIS should have crosscutting themes incorporated
- BRACE Programme dashboard link should be posted on BRACE Facebook and RSPN website
- In order to have a harmonized Programme, *people with special needs* and *micro health insurance* components of the Programme should be part of both NRSP and BRSP activities directly or indirectly
- Generally, all the RSPs should have an impact assessment study regarding their interventions not only to gauge impact but also to contribute to the evidence based research and policy
- Ms. Shandana, CEO RSPN, suggested that HD team should visit SUCCESS Programme Districts in order to learn and understand more about RSPs approach and SUCCESS/BRACE Programme interventions
- The TA should provide strategic inputs in the development of Village Development Plans and Union Council Development Plans and consolidate these plans into district level plans. These plans should be costed and should align with Government plans and should be uploaded on the Programme website once developed. Technical Assistance needs to provide strategic guidance for the development of these plans and should engage the line departments in the development of such plans. It was recommended by the EU that the TA should review and finalise every development plan. Since the number of such plans is huge, thus it is not clear how these plans will be reviewed by HD. The EU and the Programme partners should decide the specific role of the TA in the finalization of the development plans
- RSPN should take lead in standardization of Interim and final reports that are to be submitted under BRACE Programme
- HD needs to organise a 2 to 3-day workshop for the development of global logframe for the Programme. HD, RSPN, BRSP and NRSP Logframes will be reviewed and revised on the basis of global logframe
- HD should start development of Exit Strategies for the Programme





- Specific section should be added on SDGs in the consolidated interim report and TA to build this section more strategically
- It was suggested that civic engagement and civic oversight should be incorporated in the Programme. RSPs should visit and see the work of Omer Asghar Khan Foundation on the mentioned topics. RSPN should review the CMST module and revise accordingly if needed. It was decided that upcoming OSC meeting should have a session on cross-cutting themes in BRACE Programme; including Civic Oversight. It was also recommended that Training of Social Mobilisers should be arranged with Omer Asghar Khan Foundation on Community Budgeting, Community Scorecard and community oversight on budgeting

### **Proceedings of the Pre-Operational Steering Committee Meeting:**

A meeting was held on 05<sup>th</sup> July, 2018 at Marriot Hotel, Islamabad to discuss and develop a shared understanding of the Balochistan Rural Development and Community Empowerment (BRACE) Programme among the Programme Implementing Partners as well as discuss and agree on post Balochistan Synergies Workshop plan – follow-up workshop in August/ September. Mr. Arshad Rashid, Development Adviser, Delegation of the European Union chaired the meeting. The meeting was attended by the representatives from the Programme implementing partners; including RSPN, BRSP, NRSP and Human Dynamics (The list of the attendees is attached as annex).

The Programme is supported by the European Union (EU) and - implemented in close collaboration with the Local Government and Rural Development Department (LG&RDD) of the Government of Balochistan (GoB). Grant component of the programme is being implemented by Rural Support Programme Network (RSPN), National Rural Support Programme (NRSP) and Balochistan Rural Support Programme (BRSP) in nine districts of Balochistan. The Programme is technically supported by Human Dynamics (HD) and Oxford Policy Management (OPM).

### **Commencement of the Meeting**

Mr. Ahmed Ullah, Programme Manager, BRACE Programme-RSPN, welcomed the meeting participants. He informed that the purpose of the meeting was to build common understanding on various components of the BRACE Programme as well as comprehend the Sector-Wise Approach and follow up on Balochistan Synergies Workshop held in April 2018. He then invited Mr. William Pitkin from HD to describe HD's role in the Programme which was followed by RSPN, BRSP and NRSP role by Mr. Ahmed Ullah, Dr. Shahnawaz and Ghulam Rasool respectively.

Mr. Arshad Rashid expressed that it is a great opportunity that we all are meeting today just before the first Operational Steering Committee meeting. He said that this meeting will help in reflecting how the Programme was designed and what are EU expectations from it. He then explained the intervention logic and objective of the BRACE Programme along with what each concept means and especially how EU envisions it. Mr. Arshad Rashid highlighted that EU approach is Right Based Approach that targets both





the duty-bearers and recipients. The focus of EU is to have CDD and similar approaches embedded in institutional framework.

Generally, all the RSPs should have an impact assessment study regarding their interventions not only to gauge impact but also to contribute to the evidence based research and policy. Mr Rashid further said that people with special needs and micro health insurance components should be part of both NRSP and BRSP activities directly or indirectly in order to have a harmonized Programme. Village Development Plans should be aligning with Government plans and should be upload on the Programme website. Mr. Rashid said that the Programme Technical Assistance need to provide input to develop more strategic plans. He also suggested to engage the line department in the formulation of such plans. Afterwards, all the participants were divided into two groups and were asked to discuss that "Who fits/acts (potential roles) where within the defined Intervention Logic? Both on "Demand" and "Supply" sides and by the highlighted thematic areas. Besides this, identify complementarities/overlaps/linkages/reinforcements/gaps. Both groups then presented their work and were found almost on the same understanding level.

Mr. William Pitkin, (Deputy Team Leader-HD, then provided a brief snapshot of the Gender Analysis and said that HD plans to develop Gender Mainstreaming Strategy on the basis of Gender Analysis. He said that the initial Gender Analysis have been conducted and a report has been drafted on it. The Programme RSPs have reviewed it and shared their feedback on how to make it more inclusive and what is the missing link for the Gender Analysis. Each Programme RSP Manager then provided his feedback on it. The Gender analysis needs to be structured and comprehensive. Ms. Shandana Khan, Chief Executive Officer-RSPN said that RSPN has a great number of cases and lessons learnt form field and can contribute to the development of Gender Mainstreaming Strategy and volunteered that RSPN can support the TA in drafting Gender Mainstreaming Strategy under BRACE Programme. She also proposed the HD team to visit the SUCCESS Programme Districts in order to learn and understand more about RSPs approach and SUCCESS/BRACE Programme interventions. Mr. Arshad Rashid then explained what is meant by Sector-Wide Approach. It calls for sustainability and frameworks (policies) to implement it in conjunction with fiscal frameworks.

Referring to monitoring, evaluation and reporting, Mr. Arshad Rashid reinforced that RSPN should ensure standardised monitoring, evaluation and reporting under BRACE Programme. Cross-cutting themes and Sustainable Development Goals should be essential part of the Programme implementation, evaluation and reporting. A specific section should be added on SDGs in the consolidated interim report and TA to build this section more strategically.

Under the BRACE Programme, there is a need to have Civic Oversight tools to ensure accountability. For this, Mr. Arshad Rashid recommended to see the work carried out by Omer Asghar Khan Foundation. A potential topic for next OSC can be civic oversight and transparency, he suggested.

The output indicators planned under BRACE Programme should be considered and reported as progress. RSPN should take lead in standardization of interim and final reports that are to be submitted under BRACE Programme. In the meeting a suggestion was made to arrange a 2-3 days' workshop on Global Logframe in order to update this.





Mr. Arshad Rashid said that EU understands the reasons behind the delay Human Dynamics component. However, the Human Dynamics should use non-key experts to set off a few activities at least. He also pinpointed that strategic guidance for development of District Development Plan is TA's responsibility and RSPs will facilitate this. Work on Exit Strategies should start from on set.

On the research component, Mr. Arshad Rashid said that the Research Strategic framework should be discussed with the Government of Balochistan by TA and RSPN jointly. Mr. Ahmed Ullah informed that it is currently with GoB for review. Mr. Qaiser Jamali, Provincial Coordinator-HD, will follow up on it from GoB. With respect to Communication and Visibility (C&V) component under BRACE Programme, Mr. Arshad Rashid said that it should have more focus on advocacy and policy. C&V plan to be finalize with EU. By next meeting a report/update is needed on what has been done on creating synergies after the workshop held in Quetta in April 2018.

### Closing Remarks

Mr. Arshad thanked everyone for their active participation in the meeting.

### Annex- List of Participants

S. No.	Name	Designation	Organisation
1	Arshad Rashid	Development Adviser	Delegation of EU to Pakistan
2	Shandana Khan	CEO	RSPN
3	Nadir Gul Barech	CEO	BRSP
4	M. Tahir Waqar	Sr. Programme Manager, MER	NRSP
5	William Pitkin	Deputy Team Leader	HD
6	Nadeem Bashir	Senior Technical Advisor	HD
7	Qaiser Jamali	Provincial Coordinator	HD
8	Javaria Tareen	Communication Expert	HD
9	Dr. Shahnawaz Khan	Team Leader BRACE	BRSP
10	M. Ibrahim Alvi	Manager PMER	BRSP
11	Ghulam Rasool	Programme Manager BRACE	NRSP
12	Mansoor Ahmed	Communication Officer	NRSP
13	Ahmed Ullah	Programme Manager BRACE	RSPN
14	Rahim Kethran	Research Coordinator BRACE	RSPN
15	Asmat Kakar	M&E Officer BRACE	RSPN
16	Assad Abbas	Communication Officer BRACE	RSPN
17	Mawish Iqbal	Documentation and Reporting Officer BRACE	RSPN
18	Sadia Rashid	MIS Officer BRACE	RSPN

### Proceeding of the Operational Steering Committee Meeting:





On 06<sup>th</sup> July, 2018 the first Balochistan Rural Development and Community Empowerment (BRACE) Programme Operational Steering Committee (OSC) meeting was held at Marriot Hotel, Islamabad. The list of participants is annexed below. The objective of the OSC is to oversee implementation progress of the Programme and to ensure synergies among the implementing partners. Specific objectives of the meeting include;

- To review Year-1 implementation progress by the Programme implementing partners (specific reference to the preparation phase activities);
- To discuss the Programme challenges and formulate way forward; and
- To discuss and agree on coordination mechanism among partners/TAs and with Programme stakeholders.

BRACE Programme is supported by the European Union (EU) and being implemented in close collaboration with the Local Government and Rural Development Department (LG&RDD) of the Government of Balochistan (GoB). Grant component of the programme is being implemented by Rural Support Programme Network (RSPN), National Rural Support Programme (NRSP) and Balochistan Rural Support Programme (BRSP) in nine districts of Balochistan. The Programme is being technically supported by Human Dynamics (HD) and Oxford Policy Management (OPM). 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.

### **Commencement of the Meeting**

After a round of introduction of all the participants; Mr. William Pitkin, Deputy Team Leader-HD, welcomed the meeting participants.

### **Welcome Remarks**

Ms. Vivien Rigler, Head of Rural Development and Economic Co-operation, Delegation of the European Union to Pakistan, warmly welcomed all the participants. She said that she very much looked forward to this first meeting in order to understand the year-1 progress, challenges and coordination mechanisms. She said that "EU and all the BRACE Programme partners are one identity under BRACE Programme, working together to reduce rural poverty in Balochistan". Thus, she envisions synchronized efforts and partnerships under the Programme.

### **Main Discussion and Action Points**

Mr. Arshad Rashid, Development Adviser, Delegation of the European Union, said that the acronym of the Programme has been changed from BRDCEP to BRACE. The new acronym represents bringing together all the Programme partners thus emphasizing more on synergies. He then shared with the meeting participants that the follow up Synergies Workshop will be held in August/September/October 2018. He





also said that the inception phase to be referred as preparatory phase. He informed that yesterday there was a great pre-OSC meeting that helped in developing common understanding of the BRACE Programme amongst the Programme partners and also improved the coordination among them.

Mr. William Pitikin then presented the progress of Programme Technical Assistance (HD) to the meeting participants for the year-1 of the Programme and also shed light on the challenges endured and how they were resolved. Mr. Qaisar Jamlali, Provincial Coordinator-HD, also informed about the expectations of GoB from the Programme. Afterwards, Mr. Ahmed Ullah (Programme Manager BRACE Programme-RSPN), Dr. Shahnawaz Khan (team Lead BRACE Programme and Senior Manager-BRSP) and Mr. Ghulam Rasool Programme Manager BRACE Programme-NRSP) shared the progress of RSPN, BRSP and NRSP BRACE Programme Components respectively with the meeting participants for the year-1 of the Programme as well as elucidated the challenges underwent and how these were resolute.

Reflections were made on Gender Analysis and Gender Mainstreaming Strategy under BRACE Programme. Ms. Vivien Rigler said to consider the economic indicators of Balochistan and women role in economy while working on gender analysis and mainstreaming strategy. Mr. Arshad Rashid proposed to convene Gender Group for Balochistan. To this, Ms. Shandana Khan, Chief Executive Officer-RSPN recommended to have representation of gender focal persons from RSPN and RSPs on the BRACE Steering Committee. This was agreed by the participants.

Mr. Arshad Rashid underlined the need to develop messages for policy dialogue and advocacy. He also added that the outcome of Tajikistan visit should be part of interim report and next regional visit should be planned more effectively from policy and advocacy perspective. He also informed that for the development of Programme Communication and Visibility Strategy, EU will conduct Communication and Visibility workshop in July/August 2018.

Mr. Arshad suggested to add BRACE Programme dashboard link on its Facebook and website. He said that Research Advisory Committee members should review the term of references for the First Participatory Action Research Study and the action research needs to be deeper and comprehensive than generic research. He further suggested to engage research expert(s) for this and compensate them accordingly. He also recommended to have a short study on Community Driven development within Government setup to inform policy debate.

RSPN to provide position paper on the issue of bank accounts for Local Support Organisations; which was reported to be big challenge. Also, Mr. Arshad Rashid said that EU will advocate with the Government of Pakistan to leverage resources for BRACE Programme.

Mr. Ahmed Ullah also presented the coordination mechanism among partners/TAs and with Programme stakeholders. It was agreed that in the subsequent years the coordination amongst the stakeholders will improve further.





## Closing Remarks

Mr. Arshad Rashid thanked all the meeting participants for such a productive discussion. He said this helped in better understanding what challenges the Programme partners have been/are facing in implementing the Programme. He further said that he expects such meetings will continue on regular basis in the future. Mr. Arshad Rashid suggested that future OSC meeting should have a session on cross-cutting themes/thematic areas in BRACE Programme; Civic Oversight; for example, Gender Mainstreaming; etc.

## Annex-List of Participants

S. No.	Name	Designation	Organisation
1	Vivien Rigler	Head of Rural Development and Economic Co-operation	Delegation of EU to Pakistan
2	Arshad Rashid	Development Adviser	EU Delegation to Pakistan
3	Shandana Khan	CEO	RSPN
4	Nadir Gul Barech	CEO	BRSP
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7	Qaiser Jamali	Provincial Coordinator	HD
8	Javeeria Tareen	Communication Expert	HD
9	Dr. Shahnawaz Khan	Team Leader BRACE Programme	BRSP
10	Ibrahim Alvi	Manager PMER	BRSP
11	Ghulam Rasool	Programme Manager BRACE Programme	NRSP
12	Khaleel Tetlay	COO	RSPN
13	Ahmed Ullah	Programme Manager BRACE Programme	RSPN
14	Rahim Kethran	Research Coordinator BRACE Programme	RSPN
15	Asmat Kakar	M&E Officer BRACE Programme	RSPN
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17	Mawish Iqbal	Documentation and Reporting Officer BRACE Programme	RSPN
18	Sadia Rashid	MIS Officer BRACE Programme	RSPN
19	Asad Ali Hashmi	CFO	RSPN
20	Bashir Anjum	Specialist Social Sector	RSPN

