




Pakistan Development Alliance

# ADVOCACY AND COMMUNICATION STRATEGY 2025-2030

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# Acronyms and **ABBREVIATIONS**

<b>ACS</b>	Advocacy and Communication Strategy
<b>CGAP</b>	Global Call to Action against Poverty
<b>CSO</b>	Civil Society Organization
<b>CSR</b>	Corporate Social Responsibility
<b>M&amp;E</b>	Monitoring and Evaluation
<b>PDA</b>	Pakistan Development Alliance
<b>PECA</b>	Prevention of Electronic Crimes Act
<b>SDGs</b>	Sustainable Development Goals
<b>SE</b>	Stakeholder Engagement

# Who We Are and What We Do

The Pakistan Development Alliance (PDA) is a coalition of civil society organizations (CSOs) dedicated to achieving the Sustainable Development Goals (SDGs) in Pakistan. Evolved from its predecessor, Global Call to Action against Poverty (GCAP) Pakistan, PDA was formed in 2014 to address a fragmented civil society sector and challenges like shrinking civic space. PDA strengthens the collective voice of CSOs to advocate for policies rooted in social justice, gender equality, and human rights. It empowers member organizations through capacity building, joint advocacy, and public awareness campaigns. By fostering collaboration and holding stakeholders accountable, PDA ensures civil society is a central driver of sustainable and inclusive development. Serving as a unified platform, PDA amplifies the concerns of marginalized communities and champions a fairer future for all Pakistanis, coordinated through its Permanent Secretariat, AWAZ CDS.

Learning from its actions, we are set to embark on a new journey. Our recent 5-year Strategic Plan 2025-30 envisions a nation grounded in universal human rights, with inclusive democracy, accountable governance, climate justice, environmental stewardship, and a vibrant civil society—ensuring that no one is left behind.

Inspired by the vision, we are on a mission to...

- **Empower Civil Society:** Strengthening civil society organizations through capacity building and collaboration to drive positive change.
- **Amplify Marginalized Voices:** Creating platforms for marginalized groups to be heard and participate fully in society.
- **Advocate for Policies:** Championing evidence-based policy for social, economic, and environmental justice.

Our mission is guided by core values of...

- **Integrity** – Upholding the highest ethical standards with transparency, honesty, and fairness in all actions and decisions.
- **Accountability** – Remaining answerable to our members, partners, communities, and the public through responsible and transparent practices.
- **Collaboration** – Advancing collective action by building partnerships with CSOs, government, international organizations, and other stakeholders to maximize impact.
- **Human Rights** – Promoting equality, dignity, and justice by embedding human rights principles in all aspects of our work.
- **Social and Economic Justice** – Addressing systemic inequalities and working towards a fair, inclusive, and just society where all have the opportunity to thrive.
- **Inclusivity** – Embracing diversity and ensuring the meaningful participation of marginalized and vulnerable groups in shaping their futures.
- **Innovation** – Adopting creative approaches, strategies, and technologies to strengthen the effectiveness and reach of our work.

## The Context in Which We Operate

PDA operates in a complex and evolving context where civic space is under strain and the environment for civil society remains challenging. Restrictions on fundamental freedoms and participation often limit collective action, while political uncertainty and economic stress further shape how advocacy unfolds. Within these constraints, PDA continues to champion dialogue, rights, and inclusion across diverse civic and policy arenas.

Citizens' constitutional rights to freedom of association and peaceful assembly face routine curtailment through arbitrary legal instruments, bureaucratic impediments, and pre-emptive bans. This pressure is compounded in the digital realm, where constant surveillance, frequent internet shutdowns, and repressive legislation like the Prevention of Electronic Crimes Act (PECA) create a chilling effect on expression and restrict the ability of activists to organize. This hostile environment is further reinforced by a negative public discourse that frequently delegitimizes CSOs, hindering the public's recognition of civil society's vital contribution to national development.

This complex web of constraints limits rights-based development and makes individual action difficult, demanding a **collective and unified struggle** from the civil society sector. PDA's role is to serve as the critical platform that transforms fragmented efforts into a cohesive, principled voice for human rights, democratic governance, and social justice.

Our 5-year strategic plan is built as a direct response to this reality, focusing advocacy efforts on the core challenges:

1. **Civic Space Monitoring and Civil Society Strengthening:** To protect the very environment in which we operate.
2. **Digital Rights and Civic Technology:** To safeguard freedoms in the critical online domain.
3. **Youth Empowerment and Leadership & Gender Justice and Women's Political Participation:** To amplify marginalized voices and promote inclusivity.
4. **Anti-Corruption and Transparency:** To enforce accountability against governance deficits.
5. **Education for Sustainable Development:** To cultivate rights-conscious citizens.

Crucially, our work will be framed through a **human rights lens on climate justice**, advocating not just for environmental protection, but for the rights of vulnerable communities disproportionately affected by climate crises.

## The Need for an Advocacy and Communication Strategy

Pakistan's civic space continues to face constraints that limit citizen participation, freedom of association, and rights-based development. As a national alliance of civil society organizations, we at PDA recognize that fragmented voices and reactive communication reduce our collective influence. A coherent advocacy and strategic communication strategy will help us move from being a respected civil society voice to a recognized national influencer and global ally for democratic governance and social justice. It will enable us to amplify credible evidence, mobilize public opinion, and strengthen our partnerships for impact.

### **Bridging Information and Influence Gaps**

Our stakeholder survey revealed that while PDA is valued for integrity and collaboration, our visibility and outreach remain limited. Key information gaps exist between us and policymakers, media, private sector, and citizens. Stakeholders seek timely evidence, accessible narratives, and digital engagement platforms that connect civic issues—such as human rights, climate justice, and inclusion—to everyday realities. We must invest in data-driven storytelling, digital channels, and consistent policy communication to make our advocacy resonate and sustain attention.

### **An Integral Tool for Our Strategic Plan 2025–30**

Our advocacy and strategic communication strategy is central to realizing the ambitions of PDA's 5-Year Strategic Plan (2025–30). It translates our vision into action by driving progress across key result areas—from expanding civic rights and strengthening democratic institutions to amplifying citizen voice in governance and climate resilience. Anchored in our priority themes of civic space, digital rights, youth leadership, gender justice, transparency, and education for sustainable development, this strategy ensures that every message we craft, every partnership we build, and every story we tell moves us closer to an inclusive, participatory, and rights-based Pakistan.

The ACS therefore covers the same period as the strategic plan: 2025-30

## Stakeholder Pulse: Key Insights on PDA's Advocacy Identity and Priorities

Our ACS is rooted in our members feedback: how they view us and what they expect from us.

### PDA's Current Positioning

- **78%** view PDA as a credible voice on Civic Space and Rights.
- **72%** believe PDA effectively links Climate Change with Human Rights and Justice.
- Stakeholders **value PDA most** for providing a collective civil society platform and defending rights.

### Advocacy & Communication Effectiveness

- **79%** say PDA articulates civil society's role effectively to government and the public.
- **75%** find it easy to access PDA's research and evidence outputs.
- **81%** find PDA's policy messaging **clear and principled**.

### Future Priorities & Direction and Preferences

- **62%** **want PDA to focus** on Civic Space & Fundamental Freedom; **58%** on Climate Justice & Environmental Rights, and **50%** on Gender Equality and Women's Rights
- **74%** **favour** public campaigns and mobilization; **42%** prefer youth- and women-led movement and, **41%** parliamentary engagements.
- **Top engagement demand:** **60%** Local governments and community; **56%** Youth and grassroots organizations and **48%** parliamentarians and policy makers
- **Preferred Content & Channels:** **69%** Policy Briefs/Reports; **65%** **Social media, webinars** and dialogues and **53%** **WhatsApp updates** & groups.

## PDA's Brand Evolution: From a Collaborative Civic Voice to a Leading Rights-Based Alliance



PDA's current public identity is largely perceived as collaborative, accountable, and rights-based, yet somewhat under-recognized and diffused.

Stakeholders associate PDA with principled advocacy and coalition-building on civil rights, but also note that it remains "under the radar" in national policy discourse. This suggests that while PDA enjoys credibility and moral authority within civil society circles, its visibility and strategic communication with broader audiences — particularly government, media, and citizens — remain limited.

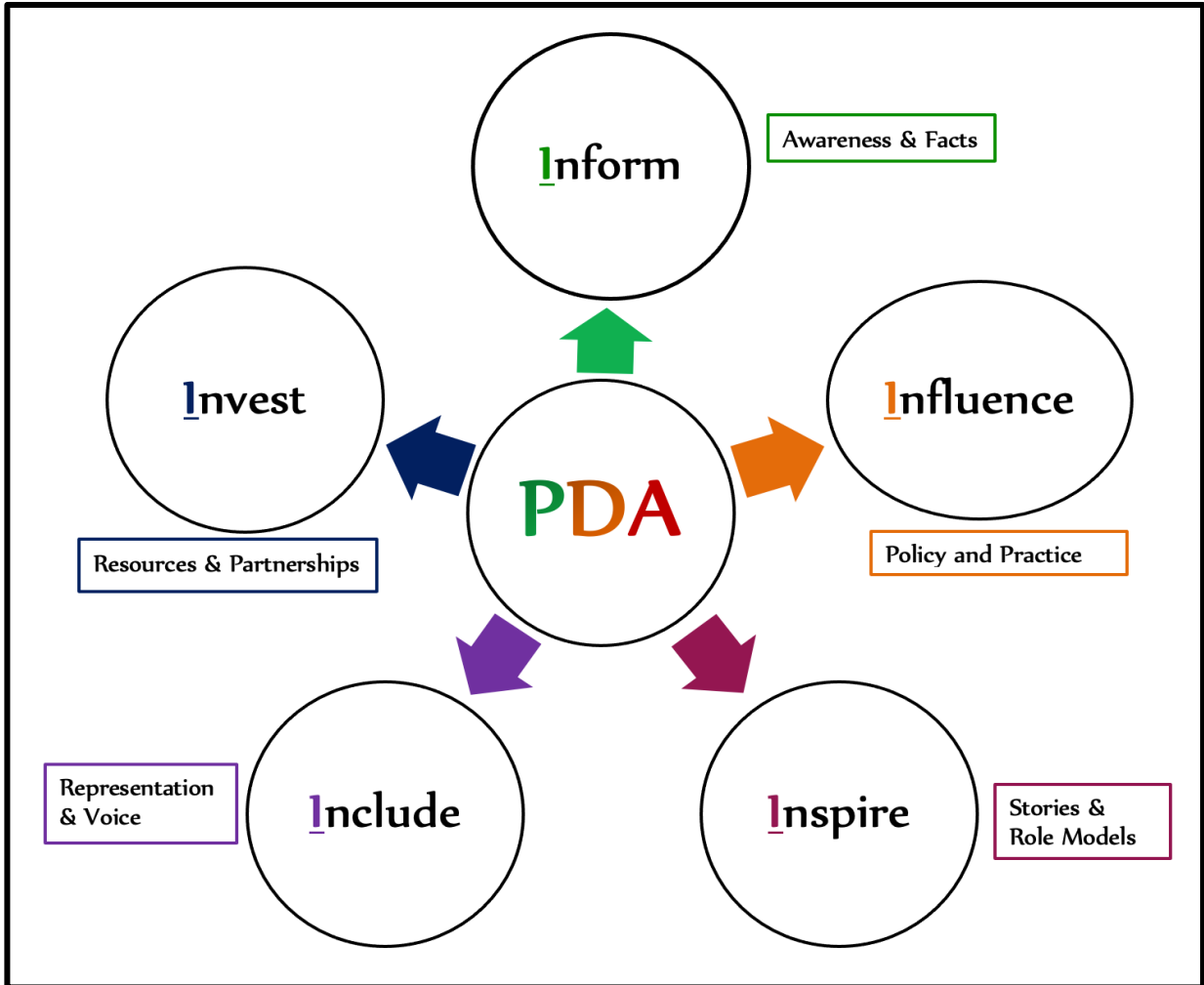
Looking ahead for the next 5 years (2025-30), stakeholders have a clear aspiration for PDA to evolve into a bold, data-driven, and nationally recognized advocacy brand that sets the agenda on civic space, democratic governance, and social justice.

Stakeholders envision PDA as a credible thought leader and convener that mobilizes public opinion through evidence-based policy influence, digital advocacy, and partnerships with diverse actors — from youth and grassroots organizations to international forums.

In essence, PDA should transition from being a respected network voice to a national influencer and watchdog alliance, recognized for translating civic action into policy impact and strengthening Pakistan's democratic ecosystem.

# Our 5i Model for Advocacy & Communication

PDA's advocacy and communication strategy is underpinned by the 5i model, a framework that prioritizes inclusivity and multi-stakeholder collaboration and engagement.



## **Inform**

We will raise awareness about the need and constructive role civil society plays in the development of Pakistan. We share facts and dispel misinformation.

## **Influence**

Collectively we shape policies and institutional practices for human rights, inclusive education, healthcare, and workplace integration.

### **Inspire**

We showcase achievements and stories of individuals and CSOs to transform mindsets, encourage youth leadership and promote positive change in the society.

### **Include**

While we inform, influence and inspire, we ensure representation and participation of the marginalized in the development discourse dialogues, decisions, and narratives.

### **Invest**

We build relationships to mobilize resources and partnerships in order to sustain PDA's advocacy and programs.

## **Key Stakeholders**

With our 5i Model we communicate strategically with a wide range of stakeholders

- **Local governments and community leaders:** To drive participatory decision-making and ensure accountability in local service delivery.
- **Youth and grassroots organizations:** To build collective power, ensure meaningful participation, and support the next generation of rights-conscious leaders.
- **Parliamentarians and policy makers:** To reform restrictive laws, secure commitment to human rights principles, and champion pro-people legislation.
- **Media and digital influencers:** To challenge negative narratives about civil society, amplify human rights issues, and safeguard digital freedoms.
- **Private sector and trade unions:** To accelerate SDGs and promote Corporate Social Responsibility (CSR) investment in development, support sustainable livelihoods, and advocate for decent work.
- **Academia and think tanks:** To generate credible evidence, co-author research, and ensure PDA's advocacy remains fact-based and technically sound.
- **Advocacy groups and networks (National & Global):** To build broad-based coalitions, amplify global influence, and coordinate collective action to protect civic space.

# What are our GOAL & OBJECTIVES?



Our ambition, captured in the overall 5-year goal, reflects the expectations of our members and partners who look to PDA for thought leadership, collective action, and influence on rights-based national and global agendas for development.

To achieve this credibility and ensure our collective voice translates into meaningful change, we will pursue two mutually reinforcing objectives:

**Key Objective 1:** Expand outreach to a wider, more influential and diverse audience. This focuses on systematic engagement with stakeholders across all tiers—from grassroots communities and youth leaders to international donors—to build a unified political and social movement.

**Key Objective 2:** Influence public policy and perception on civil society. This objective targets the root causes of the current operative environment by actively securing political commitment to reform laws, and reshaping negative public narratives surrounding the sector's contributions.

These two objectives together guide our communication efforts to amplify and deepen multi-level stakeholder engagement under this strategy

## Our Advocacy Priorities and Approaches

To achieve our overall advocacy goal and objectives, we have identified several key priorities together with our members and stakeholders.

Over the next five years, we will focus on **seven thematic fronts** chosen from our 5-year strategic plan: Monitoring of Civic Space & Fundamental Freedoms, Enabling Regulatory Framework for Civil

Society, Digital Rights, Youth Leadership, Gender & Climate Justice, Strengthening Democracy & Local Governance, and Education for Sustainable Development

Our approach will emphasize coalition-building, evidence-based messaging, and inclusive partnerships—anchored in the 5i model: Inform, Influence, Inspire, Include, and Invest. Through this integrated framework, we aim to reach out to a diverse range of stakeholders, from grassroots to government corridors, in a manner that amplify marginalized voices, enhance public accountability and portrays civil society as a key player in democratic development of Pakistan.

## 5i Advocacy Framework – Stakeholder Mapping and Communication Objectives

We have defined the role of each stakeholder group, their role in the 5i framework and the corresponding communication objective for each group.

<b>Stakeholder Group</b>	<b>Primary “i”</b>	<b>Role in the Framework</b>	<b>Communication Objective</b>
<i>Local Governments &amp; Community Leaders</i>	Include / Influence	Co-create and localize advocacy; enable community-level action.	Build ownership for civic participation and accountable governance.
<b>Youth &amp; Grassroots Organizations</b>	Inspire / Inform	Act as multipliers and innovators in campaigns.	Strengthen agency and inter-generational activism.
<b>Parliamentarians &amp; Policy Makers</b>	Influence / Invest	Gatekeepers for legislation and resource alignment.	Advocate for enabling civic space and rights-based budgeting.
<b>Media &amp; Digital Influencers</b>	Inform / Inspire	Amplify narratives, evidence, and human stories.	Achieve sustained coverage and digital engagement.
<b>Private Sector &amp; CSR Partners</b>	Invest / Include	Support rights-aligned business and sustainability agendas.	Promote co-funded advocacy and responsible citizenship.
<b>Academia &amp; Think Tanks</b>	Inform / Influence	Provide research, analysis, and policy evidence.	Enhance PDA's credibility and knowledge leadership.
<b>Citizens &amp; Civil Society Networks</b>	Inspire / Include	Validate and scale PDA's campaigns.	Build civic awareness and collective ownership.
<b>Donors &amp; International Partners</b>	Invest / Influence	Enable strategic funding and policy alignment.	Sustain partnerships through measurable impact and transparency.

## How Will We Achieve Advocacy and Communication Objectives?

In today's world, **digital** is a lever for effective outreach and advocacy. We realize that PDA needs to strengthen this strategic lever in order to meet its key objective 1.

To implement our advocacy goal and objectives, we will utilize both trend-setting online methods for awareness, education, and outreach, and traditional offline means for building relationships, coalitions and alliances, in-person dialogues and debates, participating and celebrating global days and events. Our hybrid approach heavily relies on digital advocacy and includes the following key elements:

### **Establish a Strong Online Presence:**

- We will activate and strengthen our social media presence, including our website, to grow our community of followers, share updates and routinely engage with them.

### **Create Compelling Content:**

- We will produce high-quality content, including blog posts, infographics, podcasts and videos, highlighting the positive role civil society plays in national development.
- We will develop and promote inspiring stories of role models and change agents in Pakistan.

### **Engage in Online Advocacy Campaigns:**

- We will launch targeted digital campaigns to raise awareness about specific policy issues facing civil society.
- We will utilize online petitions and social media hashtags to highlight issues and engage with decision-makers.

### **Foster Online Communities and Collaboration:**

- We will create online forums for stakeholders to connect and collaborate including webinars to facilitate dialogue and health debate on critical issues.

### **Monitor and Evaluate Online Engagement:**

- We will utilize social media analytics and website traffic data to track the reach and impact of our efforts.
- We will conduct regular online surveys to gather feedback and assess public opinion on policy and governance issues.

This digital-heavy hybrid implementation supplements and strengthens conventional advocacy approaches PDA is currently undertaking.

We would kick off the implementation of this strategy by cementing our social media presence and installing a strong monitoring and evaluation (M&E) framework for this strategy.

## Key Channel Mix and M&E of 5i Model

We realise that advocacy and communication is never static; it needs to be monitored across channels for quickly learning and improving – always!

Pillar	Key Stakeholders	Key Channels	M&E Indicators of Success
<b>Inform</b>	Media, Academia, Citizens	Reports, infographics, social media, webinars.	Number of citations, downloads, reach, mentions.
<b>Influence</b>	Parliamentarians, Policy Makers, Think Tanks	Roundtables, consultations, caucus sessions.	Number of policy references, commitments secured, laws enacted and/amended, rules framed.
<b>Inspire</b>	Youth, Grassroots Leaders, Citizens	Digital campaigns, workshops, awards.	Engagement rate, campaign recall, participation.
<b>Include</b>	Local Govts, Community Leaders, Private Sector and CSR Partners	Townhalls, community media, participatory design sessions.	Number of inclusive initiatives, diversity of participants.
<b>Invest</b>	Donors, CSR and Private Sector Partners	MOUs, co-funding proposals, joint branding.	Funds mobilized, partnerships formed, sustained projects.

PDA's advocacy and communication strategy is therefore both a blueprint and a call to move beyond statements and into sustained influence for rights, resilience, and reform with constant monitoring of advocacy and communication actions and effectiveness thereof as a built-in mechanism for continuous adaptation of key messages over the life of the strategy.

## Annex 1:

# Guidelines for **KEY** **MESSAGES** to Operationalise 5i Model

## For Major Stakeholder Groups

### 1. Local Governments & Community Leaders

Primary “i”: Include / Influence

Communication Objective: Build ownership for civic participation and accountable governance.

Pillar	Slogan	Central Idea	Key Message
<b>Include</b>	“Communities Count, Voices Matter”	Strong governance begins with inclusive local participation.	PDA works with local governments to amplify citizen voices and strengthen community-led decision-making.
<b>Influence</b>	“Local Action, National Impact”	Local governments are essential partners in implementing civic and rights-based reforms.	PDA supports local policy reforms and capacity-building to align local development with national SDG targets.

### 2. Youth & Grassroots Organizations

Primary “i”: Inspire / Inform

Communication Objective: Strengthen agency and intergenerational activism.

Pillar	Slogan	Central Idea	Key Message
<b>Inspire</b>	“Your Voice, Our Future”	Youth-led advocacy is vital to democratic renewal.	PDA empowers young changemakers to lead civic and climate justice campaigns that shape Pakistan's future.
<b>Inform</b>	“Knowledge is Power”	Informed activism drives effective advocacy.	PDA provides evidence, data, and digital tools to help youth and grassroots leaders advocate confidently.

### 3. Parliamentarians & Policy Makers

Primary "i": Influence / Invest

Communication Objective: Advocate for enabling civic space and rights-based budgeting.

Pillar	Slogan	Central Idea	Key Message
<b>Influence</b>	"Policy for the People"	Laws and budgets must protect civic freedoms and social justice.	PDA works with legislators to ensure civic rights, transparency, and inclusion in policy and law-making.
<b>Invest</b>	"Invest in Rights, Reap Stability"	Funding rights and inclusion strengthens governance.	PDA advocates for increased public investment in human rights, inclusion, and accountability mechanisms.

### 4. Media & Digital Influencers

Primary "i": Inform / Inspire

Communication Objective: Achieve sustained coverage and digital engagement.

Pillar	Slogan	Central Idea	Key Message
<b>Inform</b>	"Truth Tells the Story"	Media plays a vital role in shaping civic narratives.	PDA supports access to verified data and insights to strengthen media's watchdog function.
<b>Inspire</b>	"Stories of Change, Voices of Hope"	Human stories bring civic values to life.	PDA curates stories of grassroots impact to inspire engagement and solidarity.

### 7. Citizens & Civil Society Networks

Primary "i": Inspire / Include

Communication Objective: Build civic awareness and collective ownership.

Pillar	Slogan	Central Idea	Key Message
<b>Inspire</b>	"Together, We Make Change"	Every citizen has the power to act.	PDA mobilizes citizens and CSOs to protect rights and demand accountability.
<b>Include</b>	"Everyone Belongs"	True democracy includes every voice.	PDA builds alliances across civil society to ensure diverse representation.

## 5. Private Sector & CSR Partners

Primary "i": Invest / Include

Communication Objective: Promote co-funded advocacy and responsible citizenship.

Pillar	Slogan	Central Idea	Key Message
<b>Invest</b>	"Partnering for Purpose"	Business and civil society can drive shared impact.	PDA engages CSR partners to co-create initiatives advancing rights-based and sustainable development.
<b>Include</b>	"Workplace to Community"	Corporate citizenship begins with social inclusion.	PDA advocates for business practices that respect labour, environment, and equality.

To know more about PDA please visit  
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