

SMAAJ

Social Mobilization for Sustainable Development

ANNUAL REPORT 2016



Society for Mobilization Advocacy and Justice
(SMAAJ)

www.smaajpk.org

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SMAAJ's Identity, Vision, Mission and Values

Our Identity – Who We Are

SMAAJ is a non-governmental, humanitarian organisation dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in province of Balochistan.

Goal:

Creation of opportunities and spaces for marginalized families, Women, Children and Youth so that they could meet their various growth and overall development needs and could freely exploit their potentials for achieving their dreams.

Our Vision – For Change

The organization envisions 'an enlightened society, where people have choices to exercise and enjoy rights and access to services without discrimination, a society where people will have freedom and dignity as well as respect for others and the environment.

Our Mission – What We Do

The mission of SMAAJ is to mobilize and support and to develop the capacities of the disadvantaged and most vulnerable people of the society, to bring positive and

sustainable changes in their lives by minimizing the contributing factors towards poverty and vulnerability.

Our Values – What guides our work

Extreme poverty must be targeted.

The quality of our overall endeavour must ultimately be measured by its contribution to the rapid elimination of the extreme form of poverty defined by the United Nations as "absolute poverty".

Our other values,

- Human dignity
- Service beyond self
- Benefits primarily to extremely poor people
- Respect for the environment
- People centred approach
- Transparency
- Personal responsibility
- Rapid responses to emergencies
- Collaboration
- Participation by extremely poor people in the making of decisions which affect them
- Respect for people and the promotion of equality
- Respect for human rights

Executive Director

As Executive Director I have the great privilege of working with extraordinarily dedicated Board of Directors members and staff throughout the organisation. I am proud to present the 2014 Annual Report.

I am very proud to work with SMAAJ, and now as Chief Executive look forward to leading the organisation and continuing to share how and where SMAAJ's funds are spent, clearly and transparently as we have done for the last few years.

Most notable, after a great deal of shared thinking, consultation and refinement, SMAAJ follows its Strategic Plan that will guide all of our work for the year. This Plan, 'The Power of People against Poverty'

With active citizenship and gender equality at its heart, the Plan sets ambitious development goals and defines how SMAAJ can best contribute to fighting the injustice of poverty. It focuses on empowering people so that they can participate in the political decisions that affect them and search for new opportunities to rise out of poverty. Such major long-term goals demand a coordinated approach, as set out in the Plan. By working more closely together across the affiliates, we will ensure that our efforts are aligned to have the maximum impact, and that we truly function as one SMAAJ across the province in which we work.



The commitment to working with the disadvantaged people in the province and fulfilling our mission is very evident throughout the organisation.

Together, we got an insight into the power of our community support groups. We met people who have consistently and generously supported SMAAJ for many years. It was humbling and inspiring to learn of the commitment and support that we have throughout province. We hope to continue these meetings and encourage the next generation of supporters to join the SMAAJ family.

Based on a solemn trust that we will use the resources available to save lives and reduce extreme poverty, this support, which now extends to communities throughout the province, is the life blood of the organisation. It is a trust I believe SMAAJ takes with great seriousness and will never take for granted.

SMAAJ is passionate about its work and we can change people's lives for the better with your continued kindness and support.

Rasheed Shah
Executive Director
SMAAJ

A handwritten signature in green ink, appearing to read 'Rasheed Shah', written over a horizontal line.

Improving Safe Drinking Water and Sanitation Condition”



Women empowerment

Improve Safe Drinking Water and Sanitation Condition” (Wash) in Judhar District Jaffarabad

Community Led Total Sanitation

To curtail the rising morbidity rate USAID had project financially supported by USAID. Project was implemented in 20 villages of UC Judher Nasirabad to transform attitude of 10689 peoples to adopt good hygienic practices through mobilization.

Common diseases included skin infection, diarrhea, and gastrointestinal. The complementing factor in that rise was aggravated sanitation and hygiene situation.

This report describes the processes and accomplishments of project from March 2015 to January 2016. Safe Drinking water & Sanitation conditions project promotes the use of safe, hygiene latrines and other sanitation facilities for areas of UC Judher. During the project life various activities were planned and implemented which included Project Orientation workshops; TOT of Govt. Officials, formation of village Sanitation committees (VSCs), BCC and health & hygiene session in targeted communities, School led total Sanitation

Background:

Pakistan Approach towards Total Sanitation (PATS) was customized from the concept of Community Led Total Sanitation (CLTS) that originated from Kamal Kar’s evaluation of Water Aid Bangladesh in 1999-2000. In Pakistan specific context, a paradigm shift

To curtail the rising morbidity rate USAID had project financially supported by USAID. Project was implemented in 20 villages of



(SLTS) activities, Selection and training of Community Resource Persons (CRPs), Coordination meetings regarding overview and progress in Project were also conducted with district government officials of Nasirabad of Balochistan on monthly and quarterly basis.

The communities based forums were also consulted under review during the project period. The above mentioned chain of activities was to address & overcome the hygiene and sanitation related issues of UC Judher district Nasirabad of Balochistan. The relevant data was collected about water, sanitation and hygiene facilities in the communities.

in the context of PATS is shift from shame, shock and disgust approach traditionally used in CLTS towards instilling dignity, respect and pride among the communities in achieving total sanitation both at the household and community level and steering them to become Open Defecation Free (ODF) communities. PATS goes further in ensuring the supply side of the

demand created for sanitation through demonstration and availability of appropriate sanitation solutions. The project has been implemented selected three flood affected districts of Balochistan.

Primary purpose of the Project is to reach out 10689 people in UC Judher of District Nasirabad through WASH interventions.

The mass awareness campaigns will benefit the whole population of the Districts in general. The project has following four key components:

Project Activities:

Below are the following activities, conducted during the project period.

1. An Orientation of AFP Project has



- been conducted for BOD of SMAAJ
2. 3 project committees has been formed
3. Recruitment/deputation of Project Staff (2 Staff members- 1 project Coordinator, Four Social Mobilizer (2M 2F).
4. A Grant Orientation of key project staff has been conducted by SGAFP field team.

- Improving health & hygiene conditions in 20 villages of UC Judher, District Nasirabad.
- Raising awareness & capacity building of communities, stakeholders on CLTS/SLTS approach

5. An Orientation has been conducted for staff on SCAFP project
6. Finalizing of field mobility arrangements
7. Project Opening Ceremony has been held at District Nasirabad
8. A Base-line Survey has been conducted in the project area.
9. Training for Social Mobilizers has been conducted as Master Trainers.
10. Identification of Community Activists (target was 40 but 60 community activists has been identified because community nominated more than the required numbers)
11. As per target in community mobilization, 20 formation of Community Based Organizations (CBOs)
12. A Training of Community Resource Persons (CRPs) has been conducted.

13. Development and Utilizing IEC material/ IEC tools. (3,000 leaflets,100 hanging banners,50 sets of pictorial chart,03 Behavior change 20)
14. Behavior Change Campaign (BCC) for communities (120 BCC campaigns has been conducted in 60 events)
15. 19 sessions has been conducted on Behavior Change Campaign for Government Schools (13 primary & 06 middle schools)
16. 1 KAP Survey of the targeted villages has been conducted
17. 2 Advocacy workshop with line departments has been conducted
18. Campaign for Improved Hygiene Behaviour has been conducted for communities. (80 awareness sessions has been conducted.
19. Cleanliness day has been celebrated in 20 villages
2. Promoting the use of safe, hygiene latrines and other sanitation facilities for men, women and children living in flood-affected areas
3. Persuading improved hygiene behaviors (The mass awareness

20. Awareness walk has been conducted in 20 villages
21. ODF Day celebration at 20 villages
22. Project Closing Ceremony at Nasirabad
23. 1 End line survey and impact assessment

Purpose and Objectives of the project:

The “Improving Safe Drinking Water and Sanitation Condition” at UC Judher District Nasirabad of Balochistan” The primary objective of the proposed project is to reach out estimated 10689 people in Nasirabad of Balochistan to safeguard and protect their health from water, sanitation and hygiene related diseases by means of undertaking a series of measures aiming at:

1. Ensuring 100 % safe management of excreta, attaining and sustaining the open defecation free status, and the use of secondary barriers

campaigns will benefit the whole population of the Districts in general)

Targeted Population:

| Beneficiaries | | | | |
|--------------------------|--------|-------|--------|-------|
| Activities | Target | | Actual | |
| | Man | Woman | Man | Woman |
| Staff orientation | 04 | 02 | 04 | 02 |
| Project opening ceremony | 100 | 0 | 102 | 0 |

| | | | | |
|--|-------------|------|------|------|
| Advocacy workshop with line departments | 50 | 0 | 89 | 0 |
| CRP, Training | 20 | 20 | 20 | 20 |
| Social activist identification | 40 | | 60 | 0 |
| Behavior Change Campaign (BCC) sessions for communities | 1500 | 1500 | 1546 | 1577 |
| Behavior Change Campaign for Government Schools | 19 sessions | | 561 | 114 |
| Campaign for Improved Hygiene Behavior Awareness Sessions for communities | 1000 | 1000 | 1120 | 1144 |
| Hygiene Events at Schools | | | 285 | 86 |
| Village Cleanliness Day | 20 villages | | 510 | 490 |
| Awareness Walk | 20 Villages | | 510 | 490 |
| ODF Day celebration at Each Village | 20 villages | | 540 | 0 |
| Closing ceremony | 100 | | 133 | 1 |

Implementation Mechanism:

USAID: USAID was donor of the project “Improving Safe Drinking Water and Sanitation Condition” at UC Judher District Nasirabad of Balochistan.

SMAAJ - Society for Mobilization Advocacy and Justice: SMAAJ was the implementing partner in Balochistan and carried out the project in UC Judher of District

SMAAJ trained 40 (20M & 20F) community resource persons (CRPs) on PATS. Each CRP to cover in the area of his/her village.

SWD, LG&PHED- Department: SWD, LG&PHED- department was overall monitoring and certifying the open defecation status of the project. To ensure the smooth implementation of project

activities in targeted Union council of district Nasirabad. field visits were conducted by SWD and LG, representatives, SWD, LG&PHED was major stakeholder in this project, so the SWD, LG&PHED officers were chief responsible for the sustainability of the said project activities to ensure the effectiveness regarding hygiene conditions, water environment, sanitation facilities, maintenance in their respective union council.

As this was the unique sanitation project in terms of partnership, involving Govt. Department, CBO's and local communities in the shape of CRPs and Village Sanitation committees and in terms of area coverage.

Coordination Mechanism:

District level Coordination:

SMAAJ- maintained a regular contact with the District level SWD&PHE Departments and apprised them about the mechanism of developing participatory action plans and shared with them the monthly progress reports. During the project life SMAAJ was organized SPC meeting on quarterly bases at District level.

Moreover representatives from SWD&PHE Departments, Education, Health and LG Departments of District Nasirabad were also participated in the meeting. Purpose of District level coordination meeting was to establish a decision making desk at District level to address the hygiene and sanitation related problems and to provide a direction to overcome in all respective districts Nasirabad. The LG-Department



nominated focal person Mr. Rana Khan (vice chairmen of DMJ town) played an active role for executing and monitoring of project activities in their respective Districts. Monthly & Quarterly meetings were scheduled to discuss issues and challenges faced during the implementation phase and future Community Participation and Village Sanitation Committees:

strategies adopted accordingly.

A main entry point of the project was the community. The formation of Village Sanitation Committees was facilitated by the SMAAJ. The VSC's comprised set of three to five members of and were selected by the Community. Special strategies were adopted to cover task to cover combinable the target HH, where female CRP covered by female side and Male CRP engaged with male side.

Cascading Model highlighting the role of Social Organizers & CRPs (Community Activists)

SMAAJ hired Social Organizer who trained on PATS, CLTS and SLTS approach. Same way they trained community resource persons (CRPs) to trigger communities to improve their sanitation status.

Project Components:

To achieve the above mentioned objectives the project will have following two components:

- A. Improving health & hygiene conditions in 20 villages of UC Judher, District Nasirabad.

B. Raising awareness & capacity building of communities, stakeholders on CLTS/SLTS approach.

A. Improving health & hygiene conditions:

This component included health and hygiene promotion among the communities through BCC and health & hygiene sessions used of PRA tools and essential IEC material on a limited number of key messages all the population of the targeted villages of Union Council Judher of the district Nasirabad.



Pit latrines were constructed to provide technical solutions of low cost latrine and to remove the perception about high-cost latrines.

The IEC materials were distributed and displayed in communities, clinics and schools to instigate the good hygienic behavior among people. Pictures were used to elaborate bad and good behavior

- Documentation of best practices & successful case studies
- Outcome evaluation through end of project PRA exercises

regarding sanitation and hygiene in IEC material so that illiterate people in communities can understand the contents to be promoted.

B. Raising awareness & capacity building of communities, stakeholders on CLTS/SLTS approach:

The aim of this activity was to involve the government line departments at the district level and to create an enabling environment for implementation of the proposed activities through enhanced capacity. Following specific activities were undertaken:

- Advocacy with government line departments / District Government
- Meetings with govt. officials (SWD, LG&, PHED, Health, teachers,)
- Formation of Project steering committee to address the sanitation related issues at district level and for verification and certification of open defecation free villages.
- Evaluation and certification criteria worked o of ODF Villages and the process institutionalized for certification
- Monthly substantive monitoring visits
- Mid-term review and dissemination workshop
- End of project evaluation and lessons sharing workshop

- Periodic progress reports (Monthly, Quarterly and End Project Completion Report)

Quality Assurance:

During the implementation of project activities impact of each activity was ensured. SMAAJ management regularly monitored the activities implementation process done by SOs and CRPs in their respective areas. During the implementation of activities visibility of organization and donor was ensured through banners with logos, names of donor, project name and name of implementing partner. Media coverage for certain activities was also done.

The activities of project were implemented through active participation of members of targeted community. The targeted beneficiaries were involved in process of CLTS. The information's were shared at community level as well as with other stakeholders CRPs and SMAAJ staff for full sense of ownership.

Proposed Activities:

TOT of Social Organizers

A total of 5 SMAAJ project staff members, including 02 females, were trained as trainers with the aim to carry out project activities in area in operation and to train further a corps of CRPs as per project methodology. These individuals were trained in three days training events organized by SMAAJ.

TOT of Community Resource Persons:

Total 40 CRPs, including 20 Female and 20 Male, were trained in the training events on



PATS, CLTS/SLTS and on project's activities in their respective villages. These CRPs were given the responsibilities to conduct BCC and hygiene promotion sessions in schools and communities (20villages). One CRP was responsible for to cover area of his village. CRPs were capacitated to mobilize community members to bring change in their lives from poor hygienic condition to good condition by adopting and transforming practices of hand washing with soap at critical times, use of latrines and sanitation facilities and bringing their communities, including dwellings, an



open defecation place.

Training/Orientation of Government Officials:

As total of 50 government officials were oriented regarding PATS. The objective of these workshops was to target those Social welfare, PHED & Municipal, LG & (Social Organizers) participated. The participants were given detail orientation about project approach. PHED, TMA, Education department, Health department and local government department had attended the two time one day orientation workshops.

Formation/Training of Village Sanitation Committee:

SMAAJ - field staff formed Village Sanitation in targeted Villages for proper monitoring and implementation of the activities. They were making efforts & realizing the households which constructed pit latrine the households without latrine were realized to construct latrines on priority basis. VSC members were actively monitoring and implementing the activities. They facilitated CRPs and SMAAJ SOs for conducting the sessions about the health and hygiene with men, women and children. Total 20 VSCs were formed in targeted areas. Each village sanitation committee (VSC) comprises 03 to 05. The Religious leaders also highlighted the importance of hygiene, sanitation and clean environment on occasion of Juma prayer.

Behavior Change Communication – BCC (CLTS)

In order to create demand of sanitation and to realize people living in area in operation,

government departments which are directly or indirectly involve in sustainability process. Participants from different Government departments i.e. health department, Education, about need of hygiene and sanitation, an effective testified approach, originated by Kamal Kar, was applied in all to sensitize the targeted beneficiaries.

In relation to BCC to change the common practices of local community for disposing of fecal in selected place by the community this lead to behavior change communication at local community level

School Led Total Sanitation (SLTS)



Total 19 schools were targeted in catchment area of union council. SMAAJ Field staff along with CRPs conducted 19 BCC session in different school of the union council children arranged hygiene awareness walk with the consultation of school teacher and VSC president from school to community to realize all villagers to promote good hygiene and sanitation practices in catchment area of school and community to built safe and clean environment sessions conducted in schools with children and teachers to change their

behavior from old traditional practices. In this approach small children consider as a change agent at school as well as community level..

Health and Hygiene Session in School

Community Resource Persons (CRPs) were solely responsible for conducting health & that they performed different activities to



clean their classes as well as the school on regular basis. Project staff with the coordination of CRPs also conducted health & hygiene session in school to aware the children to adopt good hygiene practices to avoid diseases. Practical demonstration on hand washing with soap, usage of latrine, water purification method was conducted by SOs and CRPs.

Health and Hygiene session in Communities:

CRPs and SOs have conducted sessions in community with men, women and children to focus basic reasons of respiratory diseases and address the solution of water borne diseases. During the sessions, mothers take interest and were agreed to adopt best hygiene practices. During these sessions, children were also focused, as in future these children would be a part of

hygiene sessions in schools, though, Social organizers have conducted sessions to support CRPs and to observe them while conducting sessions as well. During the interactive sessions, total 19 sessions delivered in schools and children shared

society and play role in sustainability of these interventions. Main focus of these hygiene sessions was to mobilize the targeted group to change their behavior in context of best hygiene practices.

IEC Material:

As the IEC material displayed and distributed in the community of both the districts Nasirabad. The objective of the IEC material displaying among the community just to have knowledge based tools in order to convey hygiene messages in community effectively. Through the IEC material CRPs, LHWs, LHVs and local Community activists were trained by SMAAJ staff. Main



utilization of IEC material is to mobilize the community members through play cards, posters and danglers. Even illiterate group can understand easily the key hygiene messages to be adopted in their daily life. It was a major campaign at community as well as school level.

Certification of ODF Villages:

20 villages were declared ODF by local Government. The members of village sanitation committee struggled day and night to declare the status of ODF communities in their respective areas.

Latrines Constructed by community on Self-basis:

At the beginning of project CRPs collected



availability and usage of latrine. Before implementation of project activities it was observed that community members have latrine but they don't have any concept to use them. Open Defecation was common in their behaviors. Due to their common traditional practice of open defecation all community members suffered in different respiratory diseases. SMAAJ field staff along with CRPs to mobilize the community,

Including this all other project stakeholders were awarded by the ODF certification from Local Government and representative of LG& SWD visited all villages and certificates were given to communities.

data from each household in targeted areas to analysis the

actual status of community regarding in result 305 number of households constructed latrines on self help bases.

Treating Drinking Water:

During the interactive hygiene sessions with mothers CRPS and SOs also focused on house hold water treatment options to purify the water. Two methods told to people were: a) boil water and b) keep water in transparent plastic water under sun shine for 6 to 8 hours in normal days and about two days in cloudy weather. Community was told advantages of purify water in result of all 20 villages seems which purify water at daily basis including this targeted communities has established nadi filter system at community level for domestic use of safe drinking water.

| Issues/ problems faced | Steps taken |
|---|---|
| Community were engaged in seasonal crops work | Targeted communities were facilitating at evening time |
| Low literacy rate among the targeted communities | Awareness sessions were facilitated in local languages i.e. in Balochi, Sindhi and Brahwi |
| To change common practices of targeted communities | SMAAJ spare tough time with targeted communities towards BCC and common practices |
| Lack of interest of line department specially PHED | SMAAJ team visited their offices and updated them on progress |

Lesson learn and recommendation

- CBOs and VSCs didn't play proactive role due to low illiteracy rate and reluctant behavior
- Mass campaign needed to be launched ad district and policy level
- CBOs and VSCs didn't play proactive role due to low illiteracy rate and reluctant behavior

Case Study of Arabi Bibi (District Naseerabad UC Judhair)

This case study is of Arabi Bibi from village Faiz Muhammad Jataoi District Naseerabad UC Judhair). His husband name is Raheem Buksh and he is a Molvi. Before SMAAJ this initiative and implementing this project in our community we were habitual to use any open area despite of using toilet. Were were habitual and not feeling any embarrassment in our daily routine while having this practice. One day SMAAJ team came in our area and orientated us regarding the project that is going to be implemented in our community and also visited in which they observed that people were really using the open area for this reason. They gave us information that how this activity is dangerous for health and what type of diseases could be affect people.



After their orientation we taken a step and built a self made bathroom in our home. Now we are using that latrine and we are save from many dangerous diseases and overcame our expenditures that were consumed in treatment of these diseases. After watching us now other people are also making latrines in their home and our open areas are save from these practices

Community Based Disaster Risk Reduction District Jaffatabad



Women Participation in CBDRM process

Project Start Date: 1st August 2015

Project End Date: 31st January 2016

Key stakeholder involved: DC, AC, ADC-G, SWD, B&R

Project Budget : 7,5000,00

Mitigation schemes: Raised Plate forms and Protection Bund / Protection wall

Project Brief Description and

Outputs:

The project spanned over validating activities of the first phase, preparing DRM and mitigation plans in consultation with the stakeholders; establishing community DM&R systems; designing and implementing structural schemes.

With help of a check list, existence of DRM plans including hazard maps, prepared in the first phase of the project, was validated in the following target villages: Zafar Khoso, Ghulam Mohammed Kandrani, Lal Bux khoso, Madadpur and Dhani Bux. The output of the exercise showed that the communities were not aware of existence of the plans while hazard maps existed but the communities showed little understanding of the hazard maps and designing and implementation of mitigation schemes.

Orientation meetings commenced project activities. After successful orientation meetings with the communities of each village, male and female COs were formed. Capacity building



of the newly formed COs was conducted especially in financial management, record keeping and preparation of project proposal / feasibility study.



Three sub-committees (Audit Committee, Operation & Maintenance committee, and Implementation committee) were formed which helped in establishing / strengthening a DRM&DRR system in each of the target

village. In addition to CO, CBRMOs were also formed. The sub-committees of the CBDROs included Health Committee, Food Committee, Information Committee, and Transport Committee.

All the COs and their communities were involved in activities such as identifying cluster of houses in each of the target village and hazard mapping, which resulted in identification of their priority needs on DRR. As a result of continuous involvement of the communities in project activities, the communities successfully prepared mitigation plans.

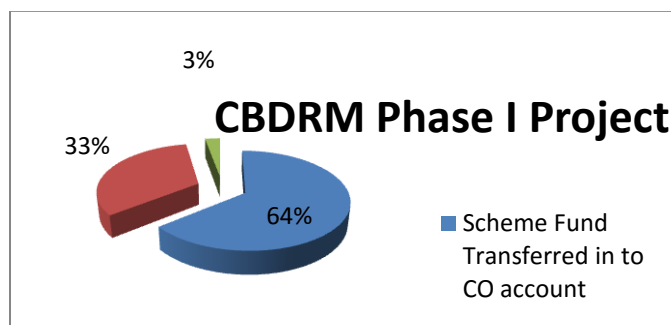
The COs took the lead in conducting feasibility studies. Designing of the risk mitigation schemes included preparation of detailed cost estimates / BoQs besides technical details. SMAAJ team provided support to implementation of the entire CBDRM process. Relevant government departments were also involved in some of the planned activities. The communities implemented the mitigation schemes in the presence of their audit, monitoring and implementation committees.

Support was also provided to the COs to

open a bank account. To ensure effective and efficient implementation of structural schemes, ToPs were prepared and executed. Out of five target villages, three villages (Zafar Khoso, Ghulam Mohammed Kandrani and Lal Bux khoso) selected a raised platform as their priority scheme while other two (Madadpur and Dhani Bux) chose flood protection walls.

In order to gauge the extent of learning of the communities in the project, a drill was conducted in each of the target village involving both male and female COs. Simulation of roles and responsibilities, early warning system, and rescue operations featured the drills.

| | |
|---------------------------|------------------|
| Total Project Cost | 7,5000,00 |
| Expenditure | 7,428,562 |
| Delivery % | 94.64% |

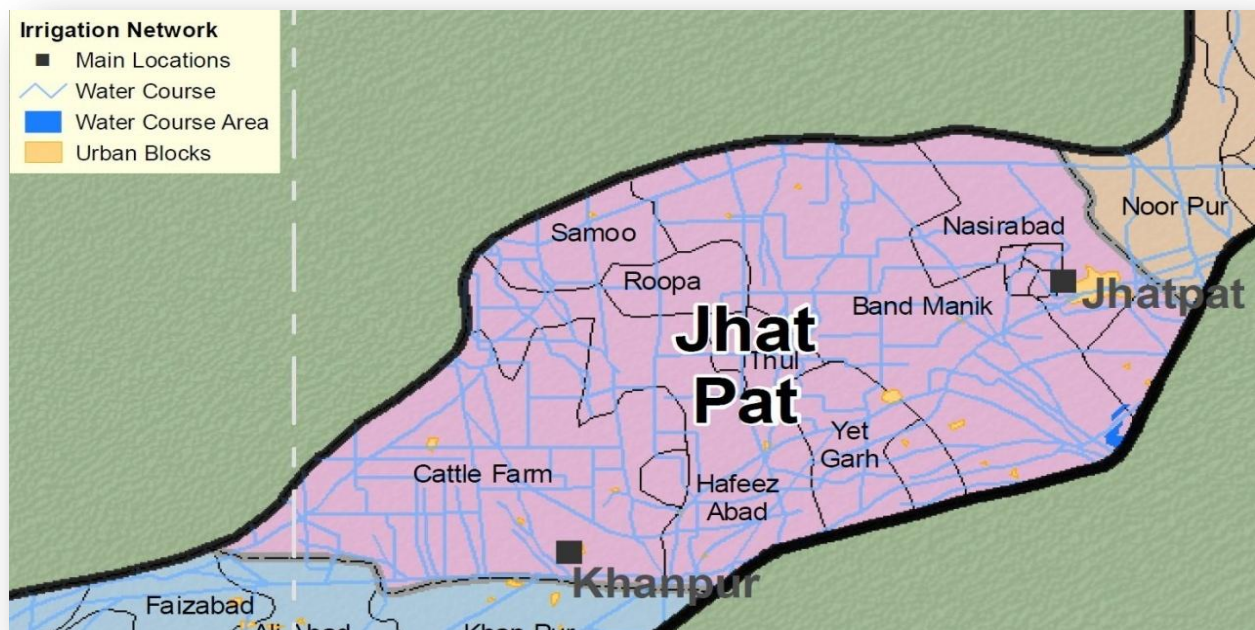


1. Introduction

Jaffarabad is one of the most floods-prone districts in Balochistan province. Despite the annual precipitation of less than 50 mm, floods often hit the area due to its geographical proximity to Bolan and Nari rivers and flash flood from the Moola-Kirther mountain area. Also, Patfeeder and Kirther canals inundate as a result of floods. Band Manik union council has a network of water courses¹, which in case of abnormal floods add to the flood vulnerability.

The high level roads passing through Band Manik can help the local people to shelter from their houses in case of floods. The roads also mitigate floods risk by blocking water flows.

Lack of infrastructure, low literacy level and the vast geography of the mountain area challenge the local government to reduce disaster risk and provide timely assistance for disaster affected people. Due to climate change, natural hazards are expected to result in increasingly destructive impacts. This situation calls for increasing capacity of



Network of Water Courses

the communities and government in terms of DRM and DRR as well as mitigation of disaster impacts.

¹ District Development Atlas, Jaffarabad (Planning & Development Department, Balochistan)

The CBDRM project targeted five villages (Lal Bux Khoso, Madadpur Khoso, Dhani

Bux Khoso, Zafar Ali Khoso, and Ghulam Muhammad Kandrani) of Band Manik union council of Jaffarabad. The main objectives of the project are as follows.

- i. Validating Village DRM plans by the community and DDMA/U,
- ii. Establishing Community DM&R system in the target villages with strong element of capacity building,
- iii. Designing structural mitigation schemes in five villages, and
- iv. Implementing the structural mitigation schemes.

The overall implementation strategy of the project was highly participatory, inclusive,

1. Situational Analysis

1.1. Historical trends and development challenges

Provincial Disaster Management Authority (PDMA) Balochistan has been generally attentive to the issue of DRR and DRM in the districts. Major hazards facing the local communities in Jaffarabad are identified to have been floods, fire and locusts/pests; the level of vulnerability to each hazard is categorized as very low, low and very low respectively.² Contrary to this categorization, however, the floods of 2010 and 2012 were unprecedented in their impacts. This gap of data and reality shows that the changing climate has manifested in

interactive and result-oriented. Several meetings were held to draw inputs and ideas from the target communities. In addition, line departments of the local government and NGOs working the target areas were also consulted to examine the ongoing development initiatives in the target area; it was challenging to continue interactive dialogues among the stakeholders because of different interests, priorities, views and political powers.



the recently increasingly destructive hazards. At the same time, however, the increasing disaster risk should also be attributed to human intervention to nature such as urbanization, poor urban planning, less sustainable use of natural resource and many other social processes. For example, unplanned human settlements, silt in Sam Nuallh and lack of disaster preparedness seem to have increased the impacts of the floods in 2010 and 2012 in Jaffarabad.

Balochistan province generally lacks financial resources give the landmass. This poses significant development challenges;

² *Disaster Risk Management Plan, Balochistan Provincial Disaster Management Authority (2008)*

for example, human settlement in remote areas. Together with other challenges, lacking investment in development initiatives has led to poor progress towards human development in the area. Resultantly, the capacity of the local organizations and the public has also remained low in the area of DRR and DRM.

1.2. Emerging challenges and opportunities for implementation of the project

The development challenges exist across the district; data on development at district level have been maintained by the provincial government. Yet, there are no such data available at union council level.



However, a big picture of the socio-economic condition available at the provincial level database (various grey materials) has been derived from villages (in rural context). At district level, there are many development challenges that have emerged due to rapid population growth,

unplanned settlements (which at times are at unsafe places such as flood plains and vulnerable areas near rivers), lack of infrastructure and financial resources in addition to wide spread poverty. In addition, government generally lacks institutional



capacity to take the lead in development. Various indicators³ such as the percent of use of iodized salt (24.6), poor immunization, vaccination and nutrition of children aged 12 to 23 months (BCG:43%, polio:52%, DPT3:18.6, measles:21.3, Hep B: 5.5 and fully vaccinated: 2.69), the percentage of households with access to drinking water (57.4), primary school net attendance ratio (male: 42, female: 33, total:



³ Balochistan Multiple Indicators Cluster Survey, 2010

38) and literacy rate of 10 years and above (male: 52.2% and female 21.1%) show that there are great opportunities to invest in development work in Jaffarabad.

It was observed at village level that overall living conditions of the households are extremely poor; the houses are mainly built with mud; sanitation facilities lack that there is no culture of waste management. Access to safe drinking water appears minimal. During the meetings with the communities, it was also observed that most of the community members were illiterate. Further, various organizations have been formed, but not functional. Despite the past NGO interventions to the area, the impacts of the initiatives seem to have failed to continue so far. The level of trust in government and external NGOs seems low that makes wide participation of the communities in the CBDRM project more challenging. Also, hot weather, which felt enervating, also presented an additional challenge. Lack of drinking water is particularly a severe issue. Collective memories of the past floods remain clear that the local people are well aware of the potential danger of the hazards including floods. They are found to lack confidence to act on their own against the threats. The community members initially considered orientation sessions not seriously. Yet, they became attracted towards the project when they were informed about financial support to the



mitigation schemes. Resultantly, they made significant contribution to the project, including financial donation.

Even if local bodies have been formed in Balochistan, they seem less effective and functional. So far, none of the provincial fund allocated for local development (five



billion rupees) have been used to support the communities.

1.3. Previous and ongoing activities of other development NGOs

SMAAJ had a meeting with another local NGO, Bright Start Development Society Balochistan, which is working in 22 UCs of Jaffarabad, and this is the only NGO

working in the target area. The purpose of



the meeting was to understand what type of activities they were undertaking and also to avoid duplication of the same activities. Main components of BSDSB's project are as follows:

- Formation of CBDRM committees
- Social mobilization
- Implementation of small scale mitigation schemes (protection embankment) ranging in cost from 80,000 to 120,000 PKR
- Provision of equipment (cell phone



and early warning tools).

This project is a 16 month project, which finishes at the end of Feb in 2016. As a result of this coordination, SMAAJ selected only those villages, which were not included

in the list of the target communities of the project.

2. Project Results, Processes and Lessons

2.1. Project output 1: Validation / update of Assessment of the CO, Village DRM Plans (including mitigation and response plans).

Target: Village DRM plans validated by the community and DDMA/U

On the whole, the target villages were unaware of the existence of any DRM or mitigation plans. Hazard map was present only with village Ghulam Mohammed Khoso but they could not identify hazards on the maps properly. The COs had been formed in all the villages but it was observed that they were not aware of the roles and responsibilities of a CO and a DRM committee. In addition, they did not seem to know how to prioritize, design and implement a risk mitigation scheme. In general, the capacity of all the target villages was low.

At the beginning of the CBDRM project, the community members were not fully convinced of the benefits, feasibility and necessity of the project. Later, however, the communities showed greater interest in each activity of the project. This required a series of community meetings in which SMAAJ explained in detail how the project would help to protect the communities from

natural hazards. The local communities also



Activity 3.1.1. Assessment of the result of first phase of CBDRM: CO, Village

DRM Plans and Mitigation plans

Description of activity results and processes
SMAAJ has several meetings with the community members. They were questioned about if they established COs and VDM Committees in the pilot CBDRM and how far they were aware of their roles

Activity 3.1.3. Establishing / enforcement of Community Organization

Community organizations (COs) already existed in the villages. The COs were active except in Ghulam Mohammed Khoso village. In general, however, the CO members were not clearly aware of their roles and responsibilities. It was observed that they lack essential skills for financial management and maintenance of record.

expressed the need of conceptual and practical training on DRR and DRM.

Out of five target villages, three villages (Zafar Khoso, Ghulam Mohammed Kandrani and Lal Bux khoso) selected a raised platform as their priority scheme while other two (Madadpur and Dhani Bux) chose flood protection walls.

and responsibilities in terms of enhancing local disaster resilience. Their village risk mitigation schemes were also carefully examined. COs and VDM committees existed but mostly the members were not aware of their roles and responsibilities. Village mitigation plans existed but the COs/VDMC did not have clear understanding of what the plans actually mean and how they should be implemented

Description of activity results and processes:

Training on financial management and maintenance of record were organized accordingly. Each of the training workshop took the participatory approach to ensure wider participation of the CO members in the training. The participants were given opportunities to apply their learning in various scenarios. The COs were also

restructured to remove inefficiency in terms of communication and decision-making

Lessons Learnt:

The formation of the COs of the first phase CBDRM appeared to be an activity for the sake of activity. The COs did not have any vision of what they were actually required to

2.2. Project output 2: Establishment / re-enforcement of Community-level disaster management and response system

Target: Community DM&R system established in five villages.

Community Based Disaster Risk Management Organizations (CBDRMOs) existed at all places, but also required restructuring and reinforcement. The members did not know about their roles and responsibilities clearly. They learnt about their roles and responsibilities anew in the training workshops; flip charts were used as an exercise tool. The communities were also made clear about the important of sustaining learning impact. Moreover, their understanding was examined. These sessions produced positive impact, which was exhibited when community members worked collectively in the scheme implementation. Development of a village disaster management plan was taken seriously by the communities as they

do and how they could implement their village DRM plans on their own. To allow the COs understanding their roles and responsibilities increases sustainability of project impact. As a result of better understanding of their roles and responsibilities, they can take the lead in the entire implementation process of CBDRM

experienced destructive disasters in the past. They looked forward to implementing the plan



Activity 3.2.1. Establishment / re-enforcement of existing DRM committee/CBDRMO.

Description of activity results and processes:

As CBDRMOs already existed in the project communities, sessions were held with them to apprise them of their roles and responsibilities. The points emphasized during re-enforcement were:

- How to better restructure a CBDRMO;

- Selection of individuals as per relevant skills, knowledge, willingness to join the organization; and
- Understanding of roles and responsibilities.

Lessons Learnt:

In the committees, members should be selected according to the requirement of the position and their specific roles and responsibilities. The person selected should be active.

Activity 3.2.2. Development of Village Disaster Management Plan

Description of activity results and processes:

Disaster Risk Management Plans were reported to have been prepared in the first phase CBDRM, but later it was figured out that the communities did not have clear understanding of the plans, hazard mapping. In light of the previous DRM plans, hazard mapping exercise was conducted in each village to enhance the level of the communities' understanding of their DRM plans and major hazards. An exercise of coming up with a DRM plan was conducted at village level. The communities identified various types of hazard most seriously facing the communities. They shared their past experiences of suffering from different hazards. They also discussed causes of their vulnerability to disasters. It was also mentioned that they cannot prevent the occurrence of disasters, but

The CBDRMO members were given opportunities to learn about their roles and responsibilities through exercises

The committee members should be involved as front line players while the NGO's team should sit in the back seat. Giving them leading roles, practically, enhances the level of ownership



either prevent losses or minimize the damages. Once the participants identified disaster risk associated with each hazard, they proposed possible measures. Ranking the identified hazards helped prioritize future structural interventions, which were included in the DRM plan. In the plans, it was assessed what financial resources were required for implementation. All essential components of the plans were discussed in detail.

Lessons Learnt:

At individual level, the community members were trying to build more resilient houses. Further interventions were required to



consolidate individual efforts but the communities in general lack financial resources, a driving force, incentives and organizational structure for collective

Activity 3.2.3. Joint learning and experience sharing of CBDRMOs

Description of activity results and processes (key learning and lessons learnt from within learning sessions):

A drill was organized for male and female CBDRMOs. In the drill, the roles of the CBDRMOs were highlighted and practiced. This exercise was conducted at each village level. The key lesson drawn from this drill was that if the communities are given proper roles, they can perform better than any outsiders as they are the first responders to disasters. This exercise helped the local people to preserve their traditional value of WANGAAR (collective action by the community) that had nearly disappeared.

initiatives. They tend to believe that they could not undertake collective interventions on their own as they lacked leadership. The CBDRM project played a driving force and communities successfully implemented the risk mitigation schemes.

The village DRM plans should be incorporated into development plans of higher levels to sustain the project impact. Though copies of the DRM plans were shared with the district administration and substantial follow-ups need to take place

- Better understanding of the roles and responsibilities of the COs and CBDRMOs results in better practice
- Giving equal opportunities to male and female to express themselves help to identify the best persons for the selected



roles. (one of the female COs outperformed male COs)

- Impact of any activity can sustain longer if the community internalizes the activity within their institutions. For instance, COs performed the roles in an emergency scenario. Use of the raised platform – a risk mitigation scheme –

was part of the drill and later on implementation of the raised platforms showed confidence of the community members about response to disasters.



2.3. Project output 3: Prioritization and design of structural mitigation schemes. Target: Structural mitigation schemes prioritized and designed for 5 villages, with detail technical design and BoQ.

Overall impact of the output 3:

- Communities have acquired self-efficacy to implement structural works
- Internal support to the collective approach to DRM
- Roles and responsibilities of a CO and its sub-committees were put into practice
- Vulnerable group within the communities feel secured and self-reliant witnessing successful implementation of the risk mitigation schemes

A main finding of this output is that structural interventions, carried out in collaboration with the communities,



Lessons Learnt:

encourage ownership of the communities. Further, structural work helps to build capacities in various disciplines including, but not limited to financial management, scheme implementation, monitoring and maintenance of record

Activity 3.3.1. Fortnightly meetings with COs in developing strategy on and monitoring of the implementation of the structural and non-structural interventions (Village level roadmaps to enhance structural mitigation skills of community).

Description of activity results and processes Through fortnightly meeting with the communities, their willingness to join the planned meetings was reflected in the active attendance, arriving on time for the meetings and then active participation in the discussions about the agendas. Key moments of the meetings were briefing on the subject by the SMAAJ teams and then the group work to jot down the strategy to

prioritize, design and implement the structural schemes. The implementation strategy included discussion about swift



execution, transparent procurements, proper maintenance of record, monitoring, and post completion maintenance.

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The meetings resulted in the formation of the following committees and action plans:

- a. Implementation committee
- b. Audit committee
- c. Operation & Maintenance committee
- d. Action plan

Effectiveness of the committees formed as a result of the fortnightly meetings was supported by successful implementation of the mitigation schemes

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- d. Action plan

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supported by successful implementation of the mitigation schemes

Activity 3.3.2. Feasibility study of the finalized scheme jointly with technical team of district government.

Design details, bill of quantities and estimates will be prepared, reviewed and presented to the communities.

Description of activity results and processes:

Feasibility studies of the schemes were conducted in cooperation with COs and the community members. Engineers from the department of irrigation, Government of Balochistan, also participated in the

designing and implementation phases. Potential sites for risk mitigation schemes were also visited. For each site, justifications were also discussed as to why a particular type of scheme or site should be selected. Deciding factors for identification and site selection were getting maximum benefits for all members of the communities, including women and children. Female COs were also involved in the decision making process. Upon selection of the construction sites, the communities began by designing the schemes including preparation of bills of quantities and cost estimates. All the documents were shared with the COs and the district government. The engineer of the SMAAJ team provided technical support to material purchase, ensuring quality of the



materials, and implementation of the schemes as per the designs, overall quality assurance and other technical assistance.

2.4. Project output 4: Implementation of structural mitigation schemes.

Target: Structural mitigation schemes in 5 villages implemented.

Implementation of the structural mitigation schemes brought the community members an opportunity to enhance social cohesion and identity of place. Hazard mapping, DRM and mitigation plans and implementation of the structural schemes increased a sense of security, with regard to hazards, among the community, particularly women and the old

Activity 3.4.1. Training to COs on DRR financing plan, including record keeping and participatory plan.

Description of activity results and processes:

One-day community organization training was organized in each target villages to learn about financial management and record keeping. The trainings, based on the participatory approach, started with recitation of Holy Quran followed by introduction of the participants. Objectives of training were shared. The trainings focused to achieve:

- Enhanced capacity of the COs of financial management and record keeping
- Ensure transparency in account maintenance and expenditure

Explanation of the contents roles and responsibilities of the COS, interactive



discussion, group work and presentation of the groups' output defined the implementation pattern of the workshops. 100% participation of the COs' governing body members was ensured by SMAAJ team. The trainings successfully achieved the objectives exhibiting learning of the workshops during implementation of the mitigation schemes.

Lessons Learnt:

If communities are provided with support for skill enhancement, they can manage their organizational affairs, which include financial management and record keeping. Once properly trained on particular skills, the communities can save time and resources as they can come up with timely and cost-effective approach to deal with local issues.

If such functions (financial management and record keeping) are internalized into their daily practice, with capacity building support, the transparency of community work increases

Activity 3.4.2. Facilitation of the COs in designing community project proposal

including budgetary and project implementation plans.

Description of activity results and processes:

SMAAJ provided technical support to the COs considering the project life cycle. Probing techniques were used to involve and get inputs from the communities. The probing covered all phases of project life cycle: particularly, how projects are identified, prepared, and implemented. SMAAJ only guided the COs by giving technical inputs.

Originally, every step of the CBDRM project should be taken. For instance, in budgetary exercise, the COs gave cost estimates, which were refined by SMAAJ. It is interesting to note that the COs also shared their cost estimates with each other in order to verify the rate.

In addition, project proposal, the subject of preparing feasibility report was also explained and exercises were given to the participants. More time was allotted to the preparation of feasibility exercise. The



output of this activity was feasibility reports for the selected risk mitigation schemes. Time constraints, did not allow much time for project proposal preparation as an output document. Therefore, getting output in the shape of a sample project proposal could not achieved.

This whole exercise resulted in learning of the COs that got deep in their minds as they were the generators of information at each stage.

Lessons Learnt:

- Exploring / tapping of internal capacities of the COs increases sustainability of the interventions. This can be achieved by conducting an assessment of the capacities, skills and competencies of the members of the COs.

Polishing local knowledge and skills ensures quality with deepened ownership

Activity 3.4.3. Supporting COs in opening of bank account. A Project Monitoring Committee (PSC) in each community will be constituted to supervise and monitor the interventions.

Description of activity results and processes:

Orientation sessions were organized on opening of a joint bank account for COs. The necessary procedure was explained in detail. Each CO nominated two account holders as signatories to the joint account. Opening a joint account proved to be a challenging task due to newly introduced government restrictions. There are requirements from the bank which are not simple to fulfil within a short time. A series of dialogues with the bank finally allowed



opening joint accounts, not in the name of COs (as it should have been), but as a business account. Such an account has inherent risk: leaving of any of the account holders may create an issue.



Lessons Learnt:

Due to the recently introduced restrictions, COs could not have joint bank accounts in their name. It was a very difficult and time consuming task. There are conditions that the COs do not fulfil. For instance, for opening a joint account, COs must be registered with the SW department or authorised under any legal entity or law. In addition, five months is simply insufficient for opening a joint account. To facilitate the process, the IP of UNDP should be authorized to reimburse expenditure against receipts to start the activities and at the same time additional efforts should have been made to open a joint bank account in the name of the COs. The task of opening a joint account requires more investigation and preparation.

There appears to be no a universal procedure and requirement for opening COs' accounts. Different banks asked for different documents for opening a joint account. No bank could give in black and white the requirements in this regard rather they verbally told about the required

documents. Restrictions imposed by the government and requirements of the bank should be studied and plan of action should be prepared for the COs so that account opening becomes easy

Activity 3.4.4. Formulation of the Terms of Partnership (ToP) to be signed with between CO and IPs. IPs shall review and submit the payment request to UNDP.

Description of activity results and processes:

The draft ToPs, provided by the UNDP were translated in Urdu. The ToPs were explained in local languages (two major languages, namely Balochi and Sindhi) and later reviewed together with COs. The ToPs were finalized later reflecting the



communities' inputs. The agreed ToPs were sent to the UNDP for concurrence.

Lessons Learnt:

While formulating ToPs, the donors and the IP should keep in mind that the communities



agree to most of the terms and conditions of the ToPs without realizing that later they might not be able to fully comply with them due to exceptional and unpredictable challenges and issues.

Activity 3.4.5. Payment is made by UNDP to communities directly as per the request of the IPs, to implement the community mitigation plan.

Description of activity results and processes:

COs would give details of expenditure with all relevant documents to SMAAJ. Engineer and project coordinator would verify the appropriateness of the expenses and request UNDP to make the payment. As a result of this process, accountability and

transparency were ensured, and this process also increased a sense of responsibility of the communities, who attempted to perform to meet the required standards.

Lessons Learnt:

- Learning by doing helps the COs to fully learn about the complex procedures.



- Involvement of the communities in the process of disbursements gave them a good opportunity to practise what they learnt during the capacity building workshops.

The participatory approach for maintenance of record increases capacity of the COs in real term.

Activity3.4.6. Implementation of structural intervention

Description of activity results and processes:

To begin with, orientation meetings were held with the COs about the procedure and process of implementing the structural schemes. The COs then briefed their respective communities on the



implementation process. Public notice of a bid was given to invite vendors to the bid, SMAAJ and the COs carefully examine their bids to select a final vendor for the construction of risk mitigation schemes.

The sites for risk mitigation schemes were jointly selected by the engineers and the COs. The communities themselves implemented the structural schemes while SMAAJ's team facilitated them at every single stage. For ensuring transparent, efficient and timely completion of the schemes, audit and implementation



committees actively engaged in the entire process of implementation. Upon 40% completion of the task, the COs submitted expenditure related documents to ask UNDP to make the first payment. The engineer of SMAAJ verified the expenses and submitted verified claims to UNDP.

Lessons Learnt:

Successful time management requires looking at unpredictable challenges and issues. For instance, weather conditions were overlooked in the plan for constructing

the schemes. Excavation work would take a day in summer, but four to five days in winter as the surface of earth gets dried.

- Time cushion to resolve external risk factors (like undue interference of any third party) should also be accounted for planning the construction period.

- Activity 3.4.7. Community Drill or simulation

- Description of activity results and processes:

- All COs conducted drills on emergency response and DRM in their villages. This practice ensured participation of every household. The purpose of the drill at community level was to make the entire community aware of how to play different roles and responsibilities of CO in case of emergency. The COs actively played critical roles to describe their roles in different phases of disaster



response and DRM (i.e. pre, during and post disaster).

- In the first phase, the COs give detail information and quick decisions to the entire community about early warning

system. They played important roles to



explain functions and modus operandi of the early warning system. The COs also fully engaged the entire community in the operation of the early warning system.

- The COs declared the area an emergency area after receiving a call from DDMA and successfully evacuated the entire community on the safe place. This came after they had an emergency meeting in their villages and different responsibilities were assigned to each CO member. It was also found effective that the COs paid proper attention to evacuate vulnerable groups the elderly, children and any other groups in need.

- In the second phase, the COs members rescued and evacuated vulnerable groups from risky areas to a safe zone. They also simultaneously gave treatment to the injured people relying on their

learning from training modules
SMAAJ facilitated



- The project was very small scale; it can be scaled up as the whole district is prone to equally destructive and dangerous hazards.

3. The Way Ahead/further project needs

- Registration of the COs with government department should be done to allow them to open joint accounts in the name of CO.
- PDMA has prepared district level DRM plans for selected districts. The plans have forms to collect data at UC and village levels but there is no data at UC and village levels in the plans. In view of data gaps, there is need to do DRM mapping at UC and village levels for future intervention



Community Based Disaster Risk Reduction

District Ziarat



Local skill enhancement on CBDRM

Project Brief Description and Outputs:

The project consists of validating DRM and mitigation plans in consultation with the stakeholders; establishing DRM&DRR systems at community level; designing and implementing structural schemes. A checklist was developed to validate the results and findings of the pilot CBDRM. Only two the target villages of the first phase could be traced and residents of only one village reported to have participated in the activities of the first phase.

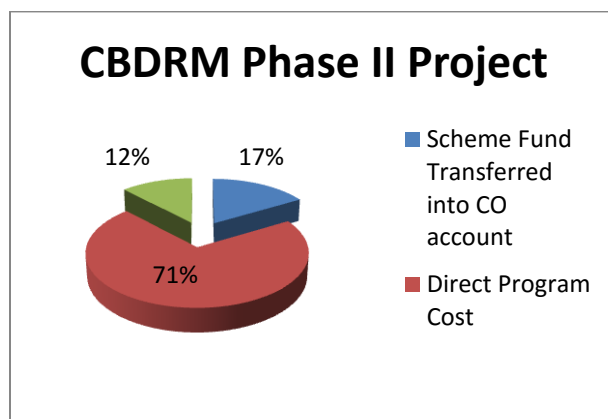
Out six villages identified for the second phase, project activities were conducted in the following four villages: Chari, Warchoom, Spazandi and Kanbangla. To begin with, situation analysis was conducted in the target villages. This exercise helped identifying potential activities in various sectors. To proceed with project activities, orientation meetings were held with the communities of each village and male and female COs were formed. Capacity building of the newly formed COs was conducted especially in financial management, record keeping and preparation of project proposal / feasibility study.

Three sub-committees (Audit Committee, Operation & Maintenance committee, and Implementation committee) were formed which helped in establishing / strengthening a DRM&DRR system in each of the target village. In addition to CO, CBRMOs were also formed. The sub-committees of the

CBDRMOs included Health Committee, Food Committee, Information Committee, and Transport Committee.

All the COs and their communities were involved in activities such as identifying cluster of houses in each of the target village and hazard mapping, which resulted in identification of their priority needs on

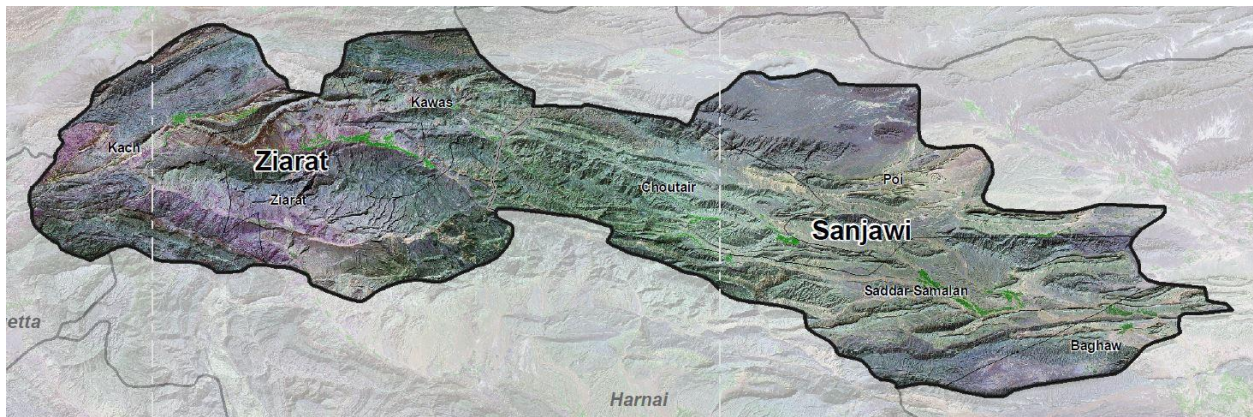
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|--------------------|-------------|
| Total Project Cost | PKR 6304500 |
| Expenditure | 5,966,687 |
| Delivery % | 94.64% |



1. Introduction

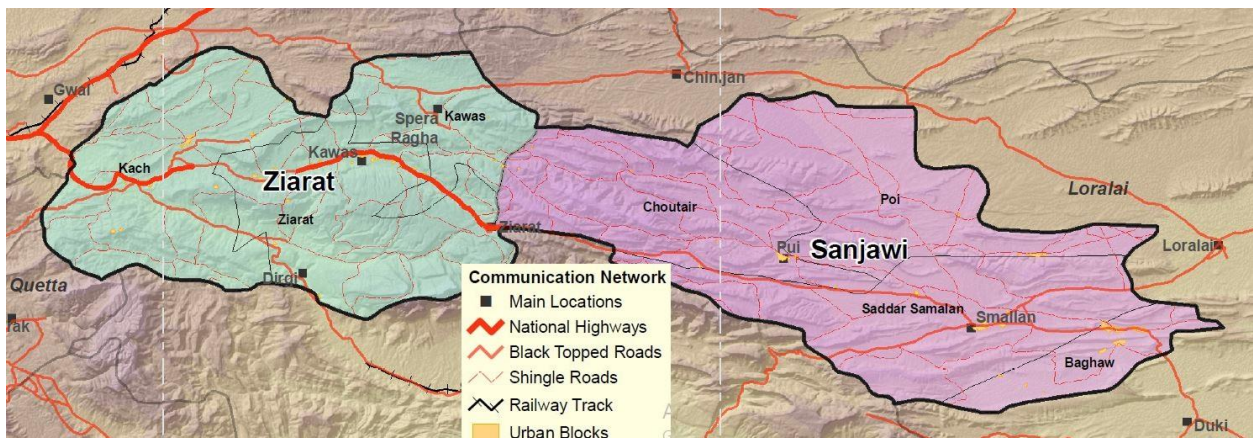
District Ziarat has been primarily prone to hazards such as earthquakes, flash floods, drought and landslides. Among other factors, lack of institutional capacity (both in public and private sectors) and an early warning system, and insufficient financial resources add to the already severe vulnerability of the population in Ziarat to

external shocks. Also, Ziarat has a rugged mountain terrain, which hampers effective and timely rescue and relief operations (see below figure). The increasingly destructive hazards coupled with the continuing vulnerability of the local communities requires a huge investment in DRR and DRM



Satellite Image of Ziarat

The percentage of roads paved is quite low. Mostly people use unpaved roads for transportation.



Road Network in Ziarat

The CBDRM project focused on capacity building of the project communities and skill development in a way that fosters communities' disaster resilience. The enhanced capacity of the communities led to successful implementation of the risk mitigation schemes.

First of all, six villages were identified for implementation of the CBDRM initiative, out of which four most vulnerable villages were finally selected on the basis of vulnerability and priority needs on DRR. Eight Community Organizations (COs) were formed separately for males and females; all of the planned modules of training were given to them. Since females, children and old persons are more vulnerable, separate

COs for females meant better prospects of transferring knowledge of hazards and skill development. Every CO consists of seven committee members such as president, vice president, general secretary, joint secretary, finance secretary, information secretary and office secretary. This initiative was scheduled to be implemented for five months from August to December, 2015 but later no-cost extension was granted until Feb 29, 2016. All four major targets were successfully attained, which included validation of village DRM plans (earlier developed); establishment of community DM&R system established in four villages; prioritization and designing of structural mitigation schemes; and implementation of structural mitigation schemes.

2. Situational Analysis

2.1. Historical trends and development

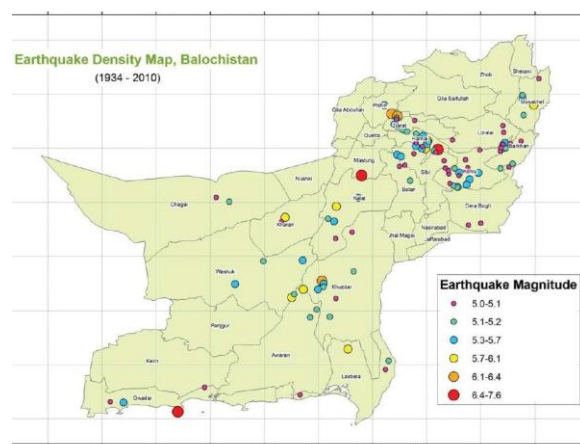
Ziarat district is prone to different hazards such as flash floods and earthquake. The magnitude of earthquakes in Ziarat ranges from 5.1 to 6.1 according to the Richter magnitude scale.

Since 1971 three earthquakes have hit Ziarat in February, 1997, October 2008 and January 2012. Historical data on droughts in Balochistan is not available. The last drought that hit Balochistan (including Ziarat) was reported from 1998 to 2004. Occasional floods occur in winter to spring seasons. Landslides are generally activated by storms and earthquakes (as seen in the earthquake of 29 October 2010). Landslides have increased due to the steepening of slopes (either by erosion or human modification for building of roads, housing or other infrastructure).⁴

2.2. Emerging challenges and opportunities for implementation of the project

The physical vulnerability of Ziarat district is characterized by a rough mountain terrain of the area and exposure to a variety of environmental hazards. In addition, infrastructure such as paved roads is

⁴ Integrated District Development Vision, Ziarat, IUCN (2011)



seriously lacking, but the already lacking infrastructure is highly prone to flash floods and earthquake. Land use for constructing a house is often not informed by analyses of future risk. Patriarchal norms dominate the local communities that prevent women's social and economic activities; note that even the female team member of SMAAJ Ziarat found it hard to engage other women in the entire process of CBDRM.

There are growing demands and great future opportunities to design and construct earthquake resistant houses in the area; design and implement mitigation schemes, capacity development of the communities and awareness raising to avoid risk of hazards.

2.3. Local institutional arrangement

(government, policies, traditional norms, etc.)

Both federal and local governments are aware of the risks associated with various hazards in the area. There have been



Institutional capacity issues in addition to lack of infrastructure to support rescue and relief operations. After the establishment of Provincial Disaster Management Authority (PDMA) in Balochistan, greater focus has been given to DRR-related activities such as hazard mapping and DRM planning. Besides, PDMA together with other development partners are also contributing to preparation of DRM plans. Implementation of these initiatives has been slow even if capacity building of PDMA is in progress. Various stakeholders, particularly the line departments at district level, have been assigned specific roles and responsibilities (for more details see Disaster Risk Management Plan for Ziarat,

PDMA). Owing to lack of institutional capacity and coordinating mechanism at provincial and district levels the stakeholders of DRR and DRM have been given less chances to learn about their potentials, roles, and responsibilities.

2.4. Previous and ongoing activities of other development NGOs

The following NGOs are working in Ziarat:

- Water and Environment Sanitation Society - WESS (working in the field of skill development for women)
- Taraqi Foundation (working in the area of livelihood with the financial assistance of Pakistan Poverty Alleviation Fund - PPAF)

Coordination meetings were held with both WESS and Taraqi Foundation. The aim of holding these meetings was to prevent duplication of CBDRM work in the same place.

2. Project results, Processes and Lessons

3.1. Project output 1: Validation / update of Assessment of the CO, Village DRM Plans (including mitigation and response plans).

Target: Village DRM plans validated by the community and DDMA/U

The validation exercise faced difficulties in the beginning as only two villages of the first phase could be located. Further, when it came to validating the deliverable only residents of one village could mention few of the activities they actually participated in the first phase. In addition to the two project communities of the first phase, four more villages were added. Detailed assessment of the situation was conducted in newly identified villages. Initial assessment was conducted for four villages but Chena

Two of the four risk mitigation schemes were delayed due to late funds transfer: in particular Kanbangla received the fund for construction of the risk mitigation scheme only recently.

The target villages had not had any community level organisation until SMAAJ. After hazard mapping, mitigation plans were prepared. The process of preparing the mitigation plans included:



village was excluded due to their unwillingness to participate in the CBDRM initiative. It was replaced by Kanbangla. Later when the project came to the implementation stage, no activity could be undertaken in two villages Koshki and Wacha Ghoski because people of these village would migrate to Harnai in winter seasons and come back in April. Location of the target villages is plotted on the below map

launched the second phase CBDRM in 2015. To establish Community Organisations (COs) took longer time than expected. Resultantly, it was also challenging to conduct some of the planned activities, particularly conceptual and practical training on DRM

- Consultative meetings with the target communities were held;
- Exercise of problems identification was conducted;



- Problem ranking followed thereafter;
- Based on top ranked issues, hazard mapping was completed;
- Mitigation measures were proposed;
- Cost estimates were prepared; and
- Roles and responsibilities of different stakeholders were decided.

Activity 3.1.1. Assessment of the result of first phase of CBDRM: CO, Village DRM Plans and Mitigation plans.

Description of activity results and processes:

As mentioned earlier, there was only one village namely Wacha Ghoski where some activities were actually conducted in the pilot CBDRM. Therefore, assessment of the situation with regard to DRR and DRM was totally a new practice.

Focus group discussions were held with the communities. Findings are as follows:

1. Livelihood:

In all of the target villages, main livelihood of most of the local people was reported to be agriculture and livestock; few others are occupied with manual labor and government services.

2. Hazards:

The following hazards were reported by the communities to be major hazards facing the communities (see a brief account of problems and suggested measures):

Flash flood:

Every year flash flood hit the area during monsoon seasons. Flash flood frequently destroys their orchards which is their main income source. Traditional means to mitigate flood risk was to cut forest trees to build protection walls; but this was found to badly effect their long-term adaptive capacity.

Earthquake:

The communities have felt tremors from earthquake of different magnitudes in November to December every year. They also added that shocks have been not as serious as in 2008 but occurred annually. They also noted that their houses are



vulnerable to earthquake as their houses are made of mud and heavy timber. Each year the people tend to add a layer of mud plaster to the houses(esp. the roof), which becomes heavier and hence more dangerous. They have had to often stay outside at night, when the earthquakes are expected to occur particularly in November and December.

Suggested measures:

To minimize the risk of damage, earthquake resistant houses should be constructed. Presently, people of the target village are gradually shifting to 7-type houses. These are the houses whose walls are erected to the height of 5 ft. either with mud or the bricks. Each wall has vertical wooden beams at the corners and center. G.I. sheets are fixed on the upper part of the walls from inside and outside. The space between two G.I. sheets is filled with straw. Roof, made of wooden frame and G.I. sheets, rests on wooden collar beams of the walls.

According to the local knowledge of the communities, their areas also suffer from

drought. Moreover, this information is confirmed by a study, which reports the severity of drought in Ziarat.⁵Drought results in shortage of drinking and agricultural water.

Suggested measures:

- Construction of earthen dams
- Water supply scheme
- Construction of check dams
- Lining of channels for efficient use of water

Diseases:

All the participants told that in their areas mostly people face serious health issues such as kidney problem, TB, blood pressure and heart attack.

Suggested measures:

The area needs a Basic Health Unit-BHU and also LHVs.

Moreover, COs and CBDRMOs for both males and females were formed anew in the target villages. To form these organizations, from orientation to consultation a series of meetings were held with the target communities. Formation of COs and CBDRMOs comparatively took time in Ziarat because the communities had some other engagements (livelihood) and they were more interested in constructing risk mitigation schemes than engaging in soft components of the CBDRM initiative.

⁵***Social Assessment Study on Water Scarcity in Balochistan; Area Development Programme Balochistan, PAK/96/006, December, 2000***

Once major hazards were identified, a risk mitigation scheme was also prioritized for

each community. As a result of the community meetings, the following mitigation schemes were selected:

| S. No. | Village Name | Type of Mitigation Scheme | Purpose |
|--------|--------------|---------------------------|---|
| 1. | Warchoom | Dam pitching | Storage of water |
| 2. | Chari | Check dam | Storage of water and protection the villagers from flood water |
| 3. | Kanbangla | Flood Protection Wall | Protection of fields, agriculture lands and households from flood water |
| 4. | Spaznadi | Flood Protection Wall | Protection of fields, agriculture lands and households from flood water |

Lessons Learnt:

- Time management was a challenging issue to be overcome during the whole process of CBDRM implementation.
- Different factors (cold weather, the communities' involvement in Ziarat festival and apple harvesting, etc) delayed progress towards completing the CBDRM cycle.
- Over the target area, overall impression of NGOs or development organizations has been negative. For example, they visited the local people to take photos and interviews without follow-ups they had promised to bring to the communities. It

took time for SMAAJ to change this negative sentiment towards NGOs' intervention; rapport building is key to successful implementation of CBDRM.

Activity 3.1.2. Orientation meetings in each village engaging leaders and key members or with existing village committees on project objectives, methodology and procedure.

Orientation meetings were held separately at each target village. Each meeting was scheduled for half a day. In the meetings, important members were invited including the members of Local Support Organization (LSO) –a UC level organization whose

members are from village organizations-VOs (while VOs' members are from COs). LSOs were formed by Taraqee Foundation – a local NGO. The meetings were separately held for males and females. The purpose of the orientation sessions was to inform and discuss with the communities the objectives and the implementation strategy of the project as well as basic concepts of **DRR**

Lessons Learnt:

If the communities were forced to participate in meetings (in the second half year they are engaged in many different activities such as apple harvesting and Ziarat festival), they would not be able to fully participate in CBDRM activities; and it would become very difficult to get any meaningful outputs of CBDRM. Time of the communities for their other compulsory activities is as important as that for the CBDRM project. To claim the communities' ownership of CBDRM initiatives necessitates understanding of their livelihood, cultural activities and daily routines.

Activity 3.1.3. Establishing / enforcement of Community Organization

Description of activity results and processes:



No COs were found within the target villages of the first phase. While conducting the orientation meetings, the communities were informed that COs would be formed in their respective areas. Later on, a series of informal meetings followed to inform them benefits of having COs to implement CBDRM activities. The COs learnt about how clustering should be done for formation of the COs. In this exercise, each COs identified clusters of houses in their respective villages and listed the clusters with house count in each cluster. Each cluster was named after a male in a cluster, who is usually either the senior most male in the cluster or is at the top of the family hierarchy.

In the third meeting, COs were finally formed. Most community members attended the meeting and various persons were selected to perform different roles in the COs. Main points for the discussion included selection of CO members, required knowledge, skills, their main interests and willingness of individuals to perform certain roles. As an exercise, group work was

performed to record roles and responsibilities of CO members (as shown in figure-1). The following sub-committees were also formed:

- i. Audit Committee
- ii. Operation & Maintenance committee
- iii. Implementation committee

Both male and female COs were formed.

Lessons Learnt:

- Giving opportunities to the youth yielded better results. Seniors, in Local Support Organization (LSOs), created hurdles and unnecessary challenges. Previously, senior members of LSO did not involve their respective communities. They would not share benefits of the schemes with the community. They would manipulate to identify, design and implement the schemes to the benefit their family only. The youth, on the other hand, involved the community and argued to identify collective nature schemes but the senior sensing their individual loss would not agree.
- Since the challenge of finding sufficient time for engagement of the communities in CBDRM (e.g. participation in activities such as Ziarat festival), meetings to form COs were held even at midnight. As an output of



- the project, activity was completed but fuller attention of the communities could not be gained by then. More time should have been devoted to this stage of the CBDRM initiative to allow the local people to fully participate in discussion.
- Forcing the local people to join CBDRM activities for the sake of getting outputs should be avoided as it might leave negative impact on the minds of the community people.

3.2. Project output 2: Establishment / re-enforcement of Community-level

Disaster management and response system.

Target: Community DM&R system established in four villages

Once the COs were formed, trainings were conducted to enhance their knowledge and skills to perform their assigned activities. Effectiveness of COs could be seen when structural schemes were implemented.

Community Based Disaster Risk Management Organizations – (CBDRMOs) were also formulated. The CBDRMOs comprised of four other sub committees: Health Committee, Food Committee, Information Committee, and Transport Committee. The member of each committee was selected by the respective community. Women's participation was ensured by SMAAJ female team.

Prior to the formation of the COs, the communities were not united for collective actions and no such a DRM&DRR system existed in the communities. Formation of COs and CBDRMO helped in awareness raising and facilitated identification of risk mitigation schemes based on their priority needs on DRR. The existing level of disaster resilience of the communities was reflected in implementing mitigation schemes, which required hard labor work in short time. The communities also made financial contribution to implementation of the identified risk mitigation scheme.

Lesson Learnt

Cultural constraints need to be taken into consideration to design a CBDRM project. Formation of female COs was an issue in Ziarat as the females were not allowed to participate in outside activities. Patriarchal norms severely restricted women's participation in the entire CBDRM process.



Activity 3.2.1. Establishment / re-enforcement of existing DRM committee.

Description of activity results and processes:

In the first phase, no CBDRMO / Village Disaster Management Committees (VDMCs) were established in the target areas.

During orientation sessions and informal meetings, the importance of COs and CBDRMOs was highlighted. The following points reflect deep involvement of the communities:

- Co-operation and coordination amongst the target groups was observed to be enhanced for collective action on DRM.
- Decisions on CBDRM activities were made based on consensus among the CBDRMO members: they worked in close collaboration with SMAAJ throughout the project.

- Communities decided to select the members of the sub committees of CBDRMOs
- Communities decided to work for raising awareness at UC level concerning the preparedness, response and early warning system in DRR perspective.

The communities worked to make mitigation plans and form CBDRMOs in consultation with SMAAJ. After a number of informal meetings, relevant persons were selected to perform designated roles and responsibilities. No particular challenge was observed in the process of forming CBDRMO, thanks to the community members' help and support

Activity 3.2.2. Development of village disaster management plan

Description of activity results and processes:

Village disaster management committees were formed and their capacity in disaster response and preparedness was built through training to enable them to develop family disaster plans, evacuation plans and early warning communication to groups of differential vulnerabilities such as women, children and the old. Their capacity was also enhanced with regard to practices such as first aid and search and rescue. While making mitigation plans, SMAAJ employed a participatory approach to ensure wider



participation of the community members. The following elements of the participatory approach were focused on:

1. Responsive: Based on their needs and aspirations, the communities were deeply involved in planning, which increased their ownership of the interventions.
2. Integrated: The communities learnt about how to deal with disaster risk. In collaboration with PDMA, posters provided by the PDMA, were displayed in each village. This integrated approach helped the local people to learn about DRR and DRM.
3. Proactive: SMAAJ stressed the importance of pre-disaster measures of prevention, mitigation and preparedness during preparation of mitigation plans.
4. Comprehensive: The activities were designed to be comprehensive: in addition to capacity building activities, the communities were involved in identification, design and implementation of mitigation schemes. This helped in successful creation of structural and non-



structural preparedness and development of mitigation measures.

5. Multi-sectored and Multi-disciplinary: Through COs and CBDRMOs roles and participation of all stakeholders in the community were clearly accounted for.

6. Empowerment: Capacity of the communities was increased, which paved way to greater access to the control of resources and basic social services. Similarly, women's participation in decision making gave them a sense of empowerment.

3.3. Project output 3: Prioritization and design of structural mitigation schemes. Target: Structural mitigation schemes prioritized and designed for 4 villages, with detail technical design and BoQ.

Two of the objectives of the project are to build capacity of the communities and make

the communities resilient with regard to DRM. The COs were trained in financial management and record keeping. Outcome of the trainings and forming committees like audit committees and monitoring committees was satisfactory as in all the cases the mitigation schemes were completed successfully. Interest of the communities in prioritizing, designing, involvement in feasibility studies and then implementation the mitigation schemes as per design raise expectation that in future the communities will be able to take up similar schemes.

Lesson learnt

While identifying mitigation schemes, risk associated with identification should be marked in the beginning. At later stages, individual looking to gain personal benefits create hurdles in implementation. Short time put on limits to thoroughly complete an exercise.

Activity 3.3.1. Fortnightly meetings with COs in developing strategy on and monitoring of the implementation of the structural and non-structural interventions

Description of activity results and processes

CBDRM team had meetings with all targeted villages of area, fortnightly meetings were held twice in a month with each CO. The rationale of holding these fortnightly meetings was to develop the strategies and monitoring mechanism for the implementation of structural and non-structural interventions in the target villages.

In the fortnightly meetings, SMAAJ encouraged the local people to identify their priority needs in respect of emergency arising out of any hazard. How mitigation interventions should be undertaken was also discussed. The results of the meetings are reflected in the form of:

- COs' resolutions in relation to structural mitigation schemes and planning towards the utilization of schemes' budget
- Proper maintenance of all schemes' record at community level
- Maintenance of transparency in procurement of services and goods while implementing the scheme

COs shared their detailed scheme's budget with community of other village. The COs displayed chart of expenses at communal place so that everyone could see utilization of schemes' budget.

In Kanbangla length of the protection was initially fixed at 1300 fts after field survey.



Later, the community fell short of financial resources. With the available resources, work on only 600 ft. length could be completed. Everyone had expectation as everyone wanted that his / her area should have protection wall so that their lives and property could be saved. A meeting was called in which the community discussed all areas and figured out those areas which were more vulnerable to flood. No contention emerged. Everyone agreed to the solution proposed in the meetings. This shows success in the shape of problem solving ability (the SMAAJ team had facilitated the community in understanding how problem were solved) of the community.

Lessons Learnt

- As for fortnightly meetings full participation could not be ensured, representatives were selected, in consultation with the communities, who would guide the communities at later stages.

- Repeated consultation helped bring communities on one page to address the hazard related issues (covering both structural and non-structural interventions)
 - Fortnightly meeting minutes, Annex-M
 - Pictures of fortnightly meetings, Annex-N

Activity3.3.2. Feasibility study of the finalized scheme jointly with technical team of district government.

Prior to conducting feasibility studies, the ensuing steps were followed:

- Orientation about hazards and their devastating effects
- Clustering of the stakeholders
- Problem identification, ranking to prioritize
- Hazard mapping
- Preparation of mitigation measures
- Based on the proposed mitigation measure work on the feasibility study started



The feasibility study had collaboration of communities and SMAAJ team. As NOC to work in the target villages could not be obtained from the government, the concerned departments could not be involved in feasibility study. Sequence of activities followed is as under:

- Field visits for detailed survey
- Based on survey schemes were designed
- Prepared cost estimates / BoQs
- ToPs were signed
- Draft shared with communities and discussion were held to finalize the draft. Since the communities were involved from the outset, no significant amendment in the feasibility took place.



3.4. Project output 4: Implementation of structural mitigation schemes.

Target: Structural mitigation schemes in 4 villages implemented.

SMAAJ team facilitated the local communities to take responsibility of the planning and implementation of their risk mitigation schemes. The communities were guided to form three different committees; the COs had to form these committees. The SMAAJ Mobilization team provided technical support in forming the committees; these committees are as follows;

1. Implementation Committee
2. Audit Committee
3. Operation & Maintenance Committee

Terms of Partnership (ToP) were signed between each CO and SMAAJ. After necessary review of COs' payment request,

Further, as the community had thorough involvement in hazard mapping, basis of preparing feasibility were already laid. Upon finalization of the feasibility studies, the same were forwarded to the UNDP for consideration / approval.

Lessons Learnt:

SMAAJ submitted a fund request to the UNDP. The requested amount was transferred directly from UNDP to the COs' bank account.

Key lesson learnt in this exercise was that while designing the structure, availability of materials - to be used in the project - should be ensured in advance. In the original design of an earthen dam in village Warchoom, the engineer included 6" stones but this size stones turned out to be not available in the area. Thus pitching larger stone (ranging from 1 ft. to 3 ft.) took longer time than initially planned.

Activity 3.4.1. Training to COs on DRR financing plan, including record keeping and participatory plan.

Description of activity results and processes:

One-day training was organized for each CO on financial management and record keeping. These practices are critical for the local communities to continue their commitment to DRR and DRM after the



completion of the project. Pre-designed formats for recording financial information were shared with the local communities; and during training the COs learnt about how to maintain the financial record. The training also covered the following themes:

- Training Discipline
- Administrative Structure of community organizations – COs
- Roles and responsibilities of Governing body of COs
- Aims and Objectives of Community Organization
- Financial Management and record keeping
- Procurement process
- Description of Expenditure
- Record and its Importance
- Record Keeping

Lessons Learnt:

In two COs (Chari and Warchome), persons selected for managing financial affairs were found not suitable. They were not active and

their inputs to implementation were driven by the CO presidents. Selection criteria for the selection of the finance manager were not considered.

Supporting materials (please list all the documents, materials and any other data that can support your description and explanation above):

Activity 3.4.2. Facilitation of the COs in designing community project proposal including budgetary and project implementation plans.

Description of activity results and processes:

A one-day workshop was conducted for each of the COs. The contents of project proposals and feasibilities studies were explained. More time was allocated to explain contents of feasibility report, which was flowed by group work. The participants practiced the contents explained by the facilitators: description of project, its justification, quantification of the beneficiaries, and preparation of cost estimates were particularly focused on.

Lessons Learnt:

- Preparation of project proposal and feasibility report was a one-day exercise. If it had been repeated at least two times more, better understanding could have resulted. Tight timelines and staff replacement

(as old staff of SMAAJ left getting better job opportunities) did not let SMAAJ spend more time on preparation of project proposal.

Activity 3.4.4. Formulation of the Terms of Partnership (ToP) to be signed with between CO and IPs.

Description of activity results and processes:

First, ToPs were drafted and shared with UNDP and the communities for further discussion about roles, responsibilities and mandates of each stakeholder of CBDRM. The finalized ToPs were then submitted to UNDP for approval. SMAAJ team informed the communities that TOPs would be signed with all COs to be legally bound to implement their risk mitigation schemes on time.

- COs and CBDRMOs were held responsible for the proper utilization of the allocated schemes' budget consultation with all the community members and SMAAJ. During implementation of the schemes, all payment requests were vetted by SMAAJ and then forwarded to UNDP for fund transfer.



Lessons learnt

- ToPs served as a binding document for the communities to perform their role in a prescribed manner.
- ToPs showed the communities how they can collectively work to bring about CBDRM outputs.

Activity 3.4.5. Payment is made by UNDP to communities directly as per the request of the IPs, to implement the community mitigation plan.

Description of activity results and processes:

Payment was made to all the COs directly by UNDP on the following:

- The first tranche of 40% of the total budget was made to each CO after completion of 50% work of a risk mitigation scheme;
- The second tranche of 40% was made after completion of 80% work; and

- The last tranche was released after UNDP's field visit for validation.

Lessons Learnt:

- Delayed payment due to the complicated mechanism for fund transfer created



transaction cost. Delayed payment left work incomplete at a critical stage where flash flood washed away ongoing work. Further, the communities became impatient doubting the completion of the constructions. The field staff were also losing energy and commitment to the project.

- The disbursement took quite a long time delaying progress of the project. The procedure for fund transfer should be made simple given the short period of time for implementation. One option to solve this issue is to transfer fund directly to an IP.

Activity 3.4.6. Implementation of structural intervention

Description of activity results and processes:

The following four mitigation schemes were implemented in the target villages: construction of flood protection walls at Kanbangla and Spazandi, stone pitching of dam at Warchoom and construction of check dam at Chari. First of all, meetings were held with three key members of each CO: president, general secretary and finance secretary. They were briefed about the whole process of project implementation again. Implementation followed thereafter. An account of major implementation steps of the mitigation schemes is presented below.





- iii. guidance and support wherever required. Audit committee remained during procurement of goods and services.
- iv. Both skilled and unskilled labors were hired. Besides, an excavator was also hired.
- v. After preparatory work, 5 ft. foundation of the protection walls was excavated with the help of excavator.
- vi. Both skilled and unskilled labor placed stones of foundation. Each protection wall was completed in three layers.
- vii. To strengthen the protection walls, stone work was supported with G.I. wire mesh, which was prepared by the skilled labor. In Kanbangla, unskilled labor attempted placement of G.I. wire. As the

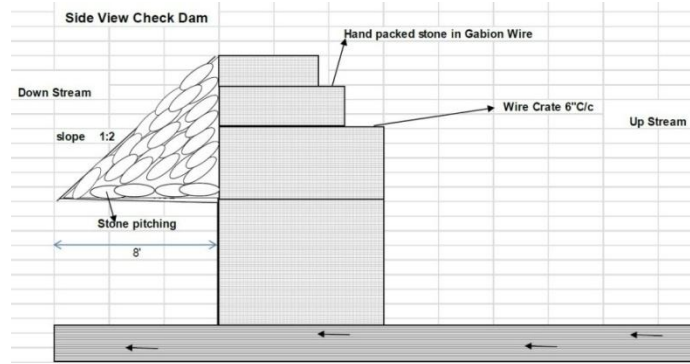
Stone Pitching of Dam at Warchoom

Procedure for procurement of goods and services was similar to the one mentioned above. A dam already existed in Warchoom

- i. For procurement of construction material, call for quotation were obtained;
- ii. COs and SMAAJ jointly examined the quotation for selection of the suitable bidder. G.I. wire was purchased from Quetta while stones were acquired locally free of cost: only transportation charges were paid. The COs lead the process while SMAAJ provided quality of their work was not satisfactory, the monitoring committee reported the matter to the president of CO and SMAAJ. Work was stopped and the skilled labor was called to improve work done and continue further.
- viii. In order to complete the project on time, length of the protection walls was divided into pieces and work was started at each piece simultaneously. This raised interest of the communities and created an environment of unity to work for collective benefit.
- ix. Monitoring committee conducted field visits almost on daily basis and presented its findings to the president and general secretary. SMAAJ also visited the sites every other day. but required strengthening with stone pitching and a raise in height. The spillway of the dam also needed cutting for better flow of water. Work

related to raising and spillway cutting was completed by unskilled labor while for stone pitching and fixing of G.I. wire mesh skilled labor was employed.

First of all, earth layer was added to the existing dams body to reach designed length, breadth and height. This was followed by pitching of stones on the earthen dam body. One the stones were fixed, G.I. wire mesh was wrapped over the stone layer.



Monitoring by the committee was a daily routine while SMAAJ vigilantly tracked progress of work and kept quality control check as well.

Construction of check dam at Chari

After completing procurements, labour was mobilized at the site by the CO. Check dam was completed in three major steps: excavation of foundation; construction of main body; and stone pitching. Both unskilled and skilled labour was employed to implement the scheme. The process of monitoring the scheme was similar to that of the aforementioned schemes.

Payments to all the COs were made as per agreed schedule. The COs submitted financial documents to the engineer from SMAAJ who verified the expenses and submitted the verified claims to UNDP.

Lessons Learnt

- Hidden conflicts lurking under the surface may be traced during project selection. Otherwise, during implementation hidden conflicts may come to the surface

and create hurdles in smooth implementation of the mitigation schemes. During project identification and preparation, COs tell that there are no problems but the IP has to explore all potential elements of clash of interest that may be caused by indirect beneficiaries. In Kanbangla, some of the community members did not take



interest in the activities while CO was being formed and later when mitigation scheme was being identified. When the scheme

selection was finalized, they came forward and demanded that they should also be given any mitigation scheme. When they were told that it was not possible. They started leveling false allegations against SMAAJ. They tried creating confusion in the community telling them that the project is nothing but fraud. They even tried to stop project's activities. SMAAJ held meetings with CO and countered the false allegations jointly. The CO communicated with the community and kept the confidence in the project intact.

Photos of Mitigation Schemes in three stages: Before, During, & After-Annex-U

Activity 3.4.7. Community Drill or simulation

Description of activity results and processes:

So far, the COs have been given orientation on material prepared by UNDP and PDMA. Drill yet to be done

Lessons Learnt:

4. Any other additional/institutional impact of the CBDRM initiative, that is not addressed in Section 3
- The communities realized power of collective efforts. Further, the communities acknowledge that structural

works enhanced their capacity to understand process of identification and implementation of mitigation schemes: this implementation gave them opportunity to practice financial management as well.

- Moreover, these interventions have paved way for the COs registration with the Social Welfare department of the Government of Balochistan.



5. The Way Ahead/further project needs



Provincial Disaster Management Authority
prepared Disaster Risk Management Plan

for district Ziarat in 2009. The contents of the plan are general with regard to DRM. The plan deals the subject at district level. It does have data collection forms on 'damage, need and capacity assessment' at district, UC and village level but there is no information at UC or village level. PDMA and other key stakeholders should move on with data collection at UC and village level as once hazard mapping is done at UC and village level, only then new projects can be identified.

| | |
|--|---|
| Date for report submission: | 28th January,2016 |
| IP Vendor ID: | |
| Project location (from district to village): | District - Jaffarabad Tehsil Jhat pat UC Band Manik |
| Project Start Date: | 1st March 2016 |
| Project End Date: | 31st August 2016 with no cost extension 30 September 2016 |
| Key stakeholder involved: | DC, AC, ADC-G, SWD, B&R, COS, SMAAJ, UNDP |
| Project Budget : | 6096,540 |
| Mitigation schemes: | Raised Plate forms and Protection Bund / Protection wall |

Project Brief Description and Outputs:

The project spanned over formation new COs activities of the third phase, preparing DRM and mitigation plans in consultation with the stakeholders; establishing community DM&R systems; designing and implementing structural schemes.

With help of a check list, existence of DRM plans including hazard maps, in the following target villages: Allahabad khoso, Ellahi bakhsh khoso, Mewa khan khoso, Ghulam Rabani khoso, Abdul Aziz khoso, Madad Pur khoso, Dhani bakhsh khoso, Liaquat Ali khoso, Imam deen khoso, Lal bakhsh khoso, Pehardin khoso, Jumal khan khoso, Chutalabad, Gul Hassan khoso, Nihal kot, Javedabad, Faqeer Ghulam Mohammad khoso, Mohammad Usman umrani, Mohammad Azeem khoso, Mohib Ali khoso, Ahmed khan kandrani, Abdul wahab/Shehbaz khan , Behram khan

khoso, Zaffar Ali khoso, Habibullah kandrani, Ghulam Mohammad Kandrani, Mohammad Akbar hejwani, Moula bakhsh hejwani, Imam bakhsh hejwani, Qaisar khan hejwani, Allah yar hejwani, Ghulam Mustafa pirkani

The output of the exercise showed that the communities were not aware of early warning system while the communities showed little understanding of the designing and implementation of mitigation schemes as per their past experiences.

Orientation meetings commenced project activities. After successful orientation meetings with the communities of each village, male and female COs were formed. Capacity building of the newly formed COs was conducted especially in financial management, record keeping and preparation of project proposal / feasibility study. The expertise of Zafar Khoso,



Ghulam Mohammed Kandrani, Lal Bux khoso, Madadpur and Dhani Bux was utilized during the project period and they shared their experiences with newly formed COs which was a great support from them.

Three sub-committees (Audit Committee, Operation & Maintenance committee, and Implementation committee) were formed which helped in establishing / strengthening a DRM&DRR system in each of the target village. In addition to CO, CBRMOs were also formed. The sub-committees of the CBDROs included Health Committee, Food Committee, Information Committee, and Transport Committee. Based on the newly formed COs a UDMS formed consist of following members,

All the COs and their communities were involved in activities such as identifying cluster of houses in each of the target village and hazard mapping, which resulted in identification of their priority needs on DRR. As a result of continuous involvement

of the communities in project activities, the communities successfully prepared mitigation plans. The same exercise done with UDMC for the entire UC.

The COs and UDMC took the lead in conducting feasibility studies. Designing of the risk mitigation schemes included preparation of detailed cost estimates / BoQs besides technical details. SMAAJ team provided support to implementation of the entire CBDRM process. Relevant government departments were also involved in some of the planned activities. The communities implemented the mitigation schemes in the presence of UDMC and their audit, monitoring and implementation committees.

Support was also provided to the COs to open a bank account. To ensure effective and efficient implementation of structural schemes, ToPs were prepared and executed.

In order to gauge the extent of learning of the communities in the project, a drill was conducted in clusters villages involving both male and female COs. Simulation of roles and responsibilities, early warning system, and rescue operations featured the drills.

The third phase CBDRM implementation spanned to achieve the following outputs.

Output 1. Establishment / re-enforcement of Community-level disaster management and response system

Target one: Community DRM system established in each village of the selected UC and Union Council Disaster Management Committee– UDMC formed

Output 2. Develop a comprehensive multi-hazard risk assessment at union council level and Update/ develop Village DRM Plans (including mitigation and response plans)

Target two: Village DRM plans and Union Council level MHVRA developed and disseminated

Output 3. Prioritization and design of structural mitigation schemes at UC level.

Target three: Structural mitigation schemes prioritized and designed, with detail technical design and BoQ

Output 4. Implementation of structural mitigation schemes.

Target four: Structural mitigation schemes implemented at union council level.



Disaster Risk Reduction (DRR) in Pakistan Project has scaled up its CBDRM implementation at union council level. Community Based Disaster Risk Management (CBDRM) was integrated in the local participatory development process. The core objective of this CBDRM Phase-III was reducing disaster vulnerability at household level.

In all the above target villages SMAAJ initiated the CBDRM Phase-III by holding an introductory project orientation meeting at each village. Separate meetings were conducted for male and female groups. SMAAJ formulated Community Organizations (COs) and village Disaster Management Committees (VDMCs) at village level and Union Council Disaster Management Reduction (DRR) forum for male was formed. UDMC is comprised of ten members locally selected by the local community organizations which focus DRR awareness activities mitigation on Union Council level and coordination with DDMA and other stakeholders.

DRR Forum is an informal group of civil society organizations voluntarily coming together on issues of common interest in the field of Disaster Risk Reduction and Management (DRR/M) with inclusive approach, at the UC and Tehsil level in District.

The purpose of the DRR Forum is to enhance communication, coordination and information sharing on DRR /M between all relevant stakeholders in order to promote, improve and integrate DRR and Climate Change Adaptation(CCA) in emergency and development programs in UC, Tehsil and districts well.

| | |
|---------------|----------|
| Total Project | 6096,540 |
| Cost | |
| Expenditure | 6094,514 |
| Delivery % | 99.97% |

1. Introduction

Jaffarabad is one of the most floods-prone districts in Balochistan province. Despite the annual precipitation of less than 50 mm, floods often hit the area due to its geographical proximity to Bolan and Nari rivers and flash flood from the Moola-Kirther mountain area. Also, Patfeeder and Kirther canals inundate as a result of floods. Band Manik union council has a network of water courses⁶, which in case of abnormal floods add to the flood vulnerability.

The high level roads passing through Band Manik can help the local people to shelter from their houses in case of floods. The roads also mitigate floods risk by blocking water flows.

Lack of infrastructure, low literacy level and the vast geography of the mountain area challenge the local government to reduce disaster risk and provide timely assistance for disaster affected people. Due to climate change, natural hazards are expected to result in increasingly destructive impacts. This situation calls for increasing capacity of the communities and government in terms of DRM and DRR as well as mitigation of disaster impacts.

The CBDRM project targeted 32 villages of Band Manik union council of Jaffarabad. The main objectives of the project are as follows.



- To develop disaster resilient communities.
- To ensure that CBDRM is a continuous learning process
- To make CBDRM an integral component of local level development

The overall implementation strategy of the project was highly participatory, inclusive, interactive and result-oriented. Several meetings were held to draw inputs and ideas from the target communities. In addition, line departments of the local government and NGOs working the target areas were also consulted to examine the ongoing development initiatives in the target area; it was challenging to continue interactive dialogues among the stakeholders because of different interests, priorities, views and political powers.

⁶ District Development Atlas, Jaffarabad (Planning & Development Department, Balochistan)

2. Situational Analysis

2.1. Historical trends and development challenges

Provincial Disaster Management Authority (PDMA) Balochistan has been generally attentive to the issue of DRR and DRM in the districts. Major hazards facing the local communities in Jaffarabad are identified to have been floods, fire and locusts/pests; the level of vulnerability to each hazard is categorized as very low, low and very low respectively.⁷ Contrary to this categorization, however, the floods of 2010 and 2012 were unprecedented in their impacts. This gap of data and reality shows that the changing climate has manifested in the recently increasingly destructive hazards. At the same time, however, the increasing disaster risk should also be attributed to human intervention to nature such as urbanization, poor urban planning, less sustainable use of natural resource and many other social processes. For example, unplanned human settlements, silt in Sam Nuallh and lack of disaster preparedness seem to have increased the impacts of the floods in 2010 and 2012 in Jaffarabad.

Balochistan province generally lacks financial resources give the landmass. This



poses significant development challenges; for example, human settlement in remote areas. Together with other challenges, lacking investment in development initiatives has led to poor progress towards human development in the area. Resultantly, the capacity of the local organizations and the public has also remained low in the area of DRR and DRM.

2.2. Emerging challenges and opportunities for implementation of the project

The development challenges exist across the district; data on development at district level have been maintained by the provincial government. Yet, there are no such data available at union council level. However, a big picture of the socio-economic condition available at the provincial level database (various grey materials) has been derived from villages (in rural context). At district level, there are many development challenges that have emerged due to rapid population growth, unplanned settlements (which at times are

⁷Disaster Risk Management Plan, Balochistan Provincial Disaster Management Authority (2008)



at unsafe places such as flood plains and vulnerable areas near rivers), lack of infrastructure and financial resources in addition to wide spread poverty. In addition, government generally lacks institutional capacity to take the lead in development. Various indicators⁸ such as the percent of use of iodized salt (24.6), poor immunization, vaccination and nutrition of children aged 12 to 23 months (BCG:43%, polio:52%, DPT3:18.6, measles:21.3, Hep B: 5.5 and fully vaccinated: 2.69), the percentage of households with access to drinking water (57.4), primary school net attendance ratio (male: 42, female: 33, total: 38) and literacy rate of 10 years and above (male: 52.2% and female 21.1%) show that there are great opportunities to invest in development work in Jaffarabad.

It was observed at village level that overall living conditions of the households are extremely poor; the houses are mainly built with mud; sanitation facilities lack that there is no culture of waste management as the

community through waste in the open areas around their households. Access to safe drinking water appears minimal. During the meetings with the communities, it was also observed that most of the community members were illiterate. Further, various organizations have been formed, but not functional. Despite the past NGO interventions to the area, the impacts of the initiatives seem to have failed to continue so far. The level of trust in government and external NGOs seems low that makes wide participation of the communities in the CBDRM project more challenging. Also, hot weather, which felt enervating, also presented an additional challenge. Lack of drinking water is particularly a severe issue.

Collective memories of the past floods remain clear that the local people are well aware of the potential danger of the hazards including floods. They are found to lack confidence to act on their own against the threats. The community members initially considered orientation sessions not seriously. Yet, they became attracted towards the project when they were informed about financial support to the mitigation schemes. Resultantly, they made significant contribution to the project, including financial donation.

Even if local bodies have been formed in Balochistan, they seem less effective and

⁸ *Balochistan Multiple Indicators Cluster Survey, 2010*



functional. So far, none of the provincial fund allocated for local development (five billion rupees) have been used to support the communities.

2.3. Previous and ongoing activities of other development NGOs

SMAAJ had a meeting with another local NGO, Bright Start Development Society Balochistan, which was working in 22 UCs of Jaffarabad, and this is the only NGO was working in the target area. The purpose of the meeting was to understand what type of activities they were undertaking and also to avoid duplication of the same activities. Main components of BSDSB's project are as follows:

- Formation of CBDRM committees
- Social mobilization
- Implementation of small scale mitigation schemes (protection embankment) ranging in cost from 80, 000 to 120,000 PKR
- Provision of equipment (cell phone and early warning tools).

This project is a 16 month project, which finishes at the end of Feb in 2016. As a result of this coordination, SMAAJ selected only those villages, which were not included in the list of the target communities of the project. Overall their focus was mitigation schemes rather resilience process.

Project Results, Processes and Lessons

3.1: Project output 1: Establishment / reinforcement of Community-level disaster management and response system. Target: Community DM&R system established in each village of selected UC and formed Union Council Disaster Management Committee



On the whole, the target villages were unaware of the existence of any DRM or mitigation plans. Hazard map was present only with village Ghulam Mohammed Khoso but they could not identify hazards on the maps properly. The COs had been formed in all the villages but it was observed that they were not aware of the roles and responsibilities of a CO and a DRM committee. In addition, they did not seem to know how to prioritize, design and implement a risk mitigation scheme. In general, the capacity of all the target villages was low

Since SMAAJ presence and completed 2nd phase of the CBDRM project, the community members were fully convinced of the benefits, feasibility and necessity of the project as they confirmed from Zafar Ali Khoso and other four COs formed in first phase. Later, however, the communities showed greater interest in each activity of the project. This required a series of community meetings in which SMAAJ explained in detail how the project would help to protect the communities from natural hazards. The local communities also

expressed the need of conceptual and practical training on DRR and DRM

Activity 1.1) Establishment / re-enforcement of existing Community Organizations and DRM committees at village level (Sustaining 5 male Cos and 5 Female COs and establish 32 male and 32 female new organizations)

Description of activity results and processes

SMAAJ has several meetings with the community members. They were questioned about if they established COs and VDMCs and how far they were aware of their roles and responsibilities in terms of enhancing local disaster resilience. The role and responsibilities of CO members, VDMCs and UDMCs were clearly explained to the communities to utilise their potential in the entire process of the CBDRM model.

- Meetings with the district administration (assistant commissioner, DDMA, and social welfare officer, to discuss the project objectives and selected potential villages/communities for implementation of the third phase CBDRM initiatives.
- Meetings with the communities to explain the project, its importance in preserving disaster and reducing risks associated with future hazards.

Result.

- Support and strengthening and utilising expertise of exiting five COs formed in phase one.
- Formed 27 female COs
- Formed 27 male COs
- Formed 27 female VDMCs and 27 male VDMCs
- Formed DRR forum Consist of 15 members
- Formed two UDMCs each one male and one female and each UDMC consists of 10 members
- Formed ERT for male consists of 10 members

Activity 1.3) Capacity building, awareness raising and simulations for CO/ UDMC members

Description of activity results and processes:

Training on financial management, and maintenance of record, ERT training for UDMC and ERT members, training DRR, proposal writing, training of volunteer on MHVRA were organized accordingly. Each of the training workshops took the participatory approach to ensure wider participation of the CO members in the training. The participants were given opportunities to apply their learning in various scenarios. COs were also restructured to remove inefficiency in terms of communication and decision-making.

A drill was organized for male and female COs, UDMCs, member of DRR forum and general community. In the drill, the roles of the above mentioned groups were highlighted and practiced. This exercise was conducted at village Zaffar Khoso and Allah Abad Khoso. The key lesson drawn from this drill was that if the communities are given proper roles, they can perform better



than any outsiders as they are the first responders to disasters. This exercise helped the local people to preserve their traditional value of WANGAAR (collective action by the community) that had nearly disappeared

Lessons Learnt:

- Better understanding of the roles and responsibilities of the COs, UDMCs, ERT and volunteer results in better practice
- Giving equal opportunities to male and female to express themselves help to identify the best persons for the selected roles.

- Impact of any activity can sustain longer if the community internalizes the activity within their institutions. For instance, COs and UDMCs performed the roles in an emergency scenario. Use of the raised platform – a risk mitigation scheme – was part of the drill and later on implementation of the raised platforms showed confidence of the community members about response to disasters.
- UDMC is in better position to take lead as they already own during the project life. They also influence DDMA to get support in emergency
- Technical support to skill enhancement encouraged the CO members to take the lead in managing their organizational affairs, which include financial management and record keeping.
- Once properly trained on particular skills, the communities can save time and resources as they can come up with timely and cost-effective approach to deal with local issues.
- If such activities (financial management and record keeping) are internalized into their daily practice, with more capacity building support, the transparency of community work will increase.

Activity 1.4. Establish and capacitate union council level first responder team

Description of activity results and processes:

The Early Response Team (ERT) consists of volunteers and members of COs and VDMCs. It will include a coordinator, vice coordinator and committee members with different roles as follows.



- To establish and operate an early warning system
- To provide the affected medical aid, water and food, relief goods, safety measurement in the case of disasters
- To support vulnerable groups including children, women and the elderly during a recovery phase.

Thus the ERT has different responsibilities during different phases of disaster. Simultaneously SMAAJ has shared TORs with the response team. The team also supports the local people in operation of an early warning system, provision of necessary information, relief and recovery

phase while it has also a vital role in distribution of relief items. The ERT is expected to report directly to the District administration and the emergency control room on early response to disasters.



ERT was organized at gender hall Social Welfare Office Jhatpat / Dera Allah Yar on 30th July 2016. The training was given by a professional trainer Mr. Muhammad Umar Khoso District Officer Red Crescent Jaffarabad. Mr. Umar Khoso shared detail information about disasters and possible responses in different phases. He also imparted training on search and rescue to the participants' with information on

provision of first aid and identification of safe places for the entire targeted community. ERT group is established in the male group only and total 34 participants in which 70% were youth participated as per the below contents,

1. Registration of Participants
2. Recitation of Holy Quran
3. Introduction
4. Organization & Donor Introduction
5. Norms Settings
6. Community Based Disaster Risk
7. Management throughout Pakistan
8. Role and responsibilities of PDMA and DDMA
9. Disaster Phases Pre, During, and Post
10. CBDRM at Community / UC level
11. Early Warning System and role ERT team
12. Early Warning System and role ERT
13. First Aid Exercise and use of

3.2: Project output

Develop a comprehensive multi-hazard risk assessment at union council level and Update/ develop Village DRM Plans (including mitigation and response plans)

Target: Village DRM plans and Union Council level MHVRA developed and disseminated.

Activity 3.1. Develop/ update village plans engaging communities, COs and DMCs in each village of target union council

Description of activity results and processes:

Disaster Risk Management Plans were reported to have been prepared during the project phase, but later it was figured out that the communities did not have clear understanding of the plans, hazard mapping. In light of the previous DRM plans with five COs in 2nd phase, hazard mapping exercise was conducted in each village and UDMC to enhance the level of the communities' understanding of their DRM plans and major hazards. An exercise of coming up with a DRM plan was conducted at village and UC level. The communities identified various types of hazard most seriously facing the communities. They shared their past experiences of suffering from different hazards. They also discussed causes of their vulnerability to disasters. It



was also mentioned that they cannot prevent the occurrence of disasters, but either prevent losses or minimize the damages. Once the participants identified disaster risk associated with each hazard, they proposed possible measures. Ranking the identified hazards helped prioritize future structural interventions, which were included in the DRM plan. In the plans, it was assessed what financial resources were required for implementation. All essential components of the plans were discussed in detail

Lessons Learnt:

- The relationship between the communities and the local administration was found to be not close and cooperative. There should be further efforts to build the public-private partnership at local level
- At individual level, the community members were trying to build more resilient houses. Further interventions were required to consolidate individual efforts

but the communities in general lack financial resources, a driving force, incentives and organizational structure for collective initiatives. They tend to believe that they could not undertake collective interventions on their own as they lacked leadership. The CBDRM project played a driving force and communities successfully implemented the risk mitigation schemes. The village DRM plans should be incorporated into development plans of higher levels to sustain the project impact. Though copies of the DRM plans will be shared with the district administration and substantial follow-ups need to take place

Activity2.2.) Baseline study of union council to develop multi-hazard vulnerability risk analysis (MHVRA) using multiple assessment tools engaging leaders and key members

Description of activity results and processes:

SMAAJ team has conducted a baseline study of union council for which a potential potential volunteers were identified on cluster level with consultation of COs members. The potential volunteer’s details are given as under;

| Cluster Number | Volunteer’s Name |
|-----------------------|-------------------------|
| 1 | Faiz Niaz |
| 2 | Allah Yar |
| 3 | Barkat Ali |
| 4 | Baksh Ali |
| 5 | Deedar Hussain |
| 6 | Shakeel Ahmed |
| 7 | Rajab Ali |
| 8 | Sabir Hussain |
| 9 | Khadim Hussain |
| 10 | Gul Khan |

The above mentioned volunteers were given an orientation course about how to apply the questionnaire also question

translated in Urdu to easily understand by volunteers. The volunteers were keenly involved in collecting risk data on the

targeted villages for which door to door methodology adopted and endorse through FGDs.

Lessons Learnt:

- Collective action by the local communities to identify the hazard and hazardous places at community level itself was a great learning opportunity opening up a new social space in which dialogues on disaster risk are formed

Project output 3: Prioritization and design of structural mitigation schemes at UC level.

Target: Structural mitigation schemes prioritized and designed, with detail technical design and BoQ

Activity 3.2.1.) Feasibility study of the finalized scheme jointly with technical team of district government

Feasibility studies of the schemes were conducted in cooperation with COs and UDMCs and the community members. Engineers from the department of irrigation, Government of Baluchistan, also participated in the designing and implementation phases. Potential sites for risk mitigation schemes were also visited. For each site, justifications were also discussed as to why a particular type of scheme or site should be selected. Deciding factors for identification and site selection

- Exact population got from communities as well other information enlisted in survey forms
- Great support form community while providing information as per survey form

It was time taking activity the team understood as simple survey but this seems more then survey (a research study)



were getting maximum benefits for all members of the communities, including women and children. Female COs were also involved in the decision making process. Upon selection of the construction sites, the communities began by designing the schemes including preparation of bills of quantities and cost estimates. All the documents were shared with the COs and UDMCs and the district government. The engineer of the SMAAJ team provided technical support to material purchase, ensuring quality of the materials, implementation of the schemes as per the

designs, overall quality assurance and other technical assistance.

Lessons Learnt:

- A detailed orientation session is mandatory before starting the scheme construction
- Timely support of relevant departments for the CBDRM initiative is important.

Project output 4: Implementation of structural mitigation schemes. Target: Structural mitigation schemes implemented at Union Council level.

Implementation of the structural mitigation schemes brought the community members an opportunity to enhance social cohesion and identity of place. Hazard mapping, DRM and mitigation plans and implementation of the structural schemes increased a sense of security, with regard to hazards, among the community, particularly women and the old

Activity 4.1.) Facilitation of the COs/UDMC in designing community project proposal including budgetary and project implementation plans.

Description of activity results and processes:

One-day community organization training was organized in each target village to learn about financial management and record



keeping. The trainings, based on the participatory approach, started with recitation of Holy Quran followed by introduction of the participants. Objectives of training were shared. The trainings focused to achieve:

- Enhanced capacity of the COs of financial management and record keeping
- Ensure transparency in account maintenance and expenditure

Explanation of the contents roles and responsibilities of the COs, interactive discussion, group work and presentation of the groups' output defined the implementation pattern of the workshops. 100% participation of the COs' governing body members was ensured by SMAAJ team.

The trainings successfully achieved the objectives exhibiting learning of the workshops during implementation of the

mitigation schemes. This whole exercise resulted in collective learning and enhanced ownership of the COs.

Lessons Learnt:

- If communities are provided with support for skill enhancement, they can manage their organizational affairs, which include financial management and record keeping.
- Once properly trained on particular skills, the communities can save time and resources as they can come up with timely and cost-effective approach to deal with local issues.
- If such functions (financial management and record keeping) are internalized into their daily practice, with capacity building support, the transparency of community work increases.
- Polishing local knowledge and skills ensures quality with deepened ownership
-

Activity 4.2). Supporting COs/UDMC in opening of bank account. A Project Monitoring Committee (PMC) in each community will be constituted to supervise and monitor the interventions.

Description of activity results and processes:

Orientation sessions were organized on opening of a joint bank account for COs



those who are shortlisted by the UDMCs as per the need and vulnerability situation. The necessary procedure was explained in detail.

Each CO nominated two account holders as signatories to the joint account. Opening a joint account proved to be a challenging task due to the newly introduced government restrictions. There are requirements from the bank which are not simple to fulfil within a short time. A series of dialogues with the bank finally allowed opening joint accounts, not in the name of COs (as it should have been), but as a business account. Such an account has inherent risk: leaving of any of the account holders may create an issue.

Lessons Learnt:

- Due to the recently introduced restrictions, COs could not have joint bank accounts in their name. It was a very difficult and time consuming task. There are conditions newly COs do not fulfil. For instance, for opening a joint account, COs

must be registered with the SW department or authorised under any legal entity or law. In addition, five months is simply insufficient for opening a joint account. To facilitate the process, the IP of UNDP should be authorized to reimburse expenditure against receipts to start the activities and at the same time additional efforts such as personal linkages were used for the COs bank account opening process should have been made to open a joint bank account in the name of the COs. The task of opening a joint account requires more investigation and preparation.



There appears to be no a universal procedure and requirement for opening COs' accounts. Different banks asked for different documents for opening a joint account. No bank could give in black and white the requirements in this regard rather they verbally told about the required documents. Due to National Action Plan Restrictions imposed by the government

and requirements of the bank is very lengthy and difficult to fulfil the requirement.

Activity 3.4.4. Formulation of the Terms of Partnership (ToP) to be signed with between CO and IPs. IPs shall review and submit the payment request to UNDP.

Description of activity results and processes:

The drafts TOPs, provided by the UNDP, were translated in Urdu for the local communities. The ToPs were explained in local languages (two major languages, namely Balochi and Sindhi) and later reviewed together with the COs. The TOPs were finalized later reflecting the communities' inputs. The agreed TOPs were sent back to the UNDP.

Lessons Learnt:

TOP is a good legal binding between IP and CO which completely gives an ownership to follow the agreed points.

Activity 3.4.5. Payment is made by UNDP to communities directly as per the request of the IPs, to implement the community mitigation plan.

Description of activity results and processes:

COs submitted expenditure with all relevant documents to SMAAJ. Engineer and project coordinator verified the appropriateness of the expenses and requested UNDP to make the next payment. As a result of this process, accountability and transparency were ensured, and this process also increased a sense of responsibility of the communities, who attempted to perform to meet the required standards.

Lessons Learnt:

- Learning by doing helps the COs to fully learn about the complex procedures.
- Involvement of the communities in the process of disbursements gave them a good opportunity to practise what they learnt during the capacity building workshops.

The participatory approach for maintenance of record increases capacity of the COs in real term.

Activity 3.4.6. Implementation of structural intervention

Description of activity results and processes:

To begin with, orientation meetings were held for the COs to understand the procedure and process of implementing the structural schemes. The COs then briefed their respective communities on the implementation process.

The sites for risk mitigation schemes were jointly selected by the engineers and the COs. The communities themselves implemented the structural schemes with SMAAJ's technical support to every single stage. For ensuring transparent, efficient and timely completion of the schemes, project monitoring committees actively engaged in the entire process of the scheme implementation. Upon 40% completion of the task, the COs submitted records of expenditure to receive first instalment of mitigation schemes. The engineer of SMAAJ verified the expenses and submitted verified claims to UNDP.



Lessons Learnt:

- Successful time management requires anticipating possible challenges and issues. For instance, the abrupt weather conditions were overlooked in the plan for constructing the schemes.

- Excavation work would take a day in summer, but four to five days in winter as the surface of earth gets dried.

Activity 4.6.) Establish multi-hazard community early warning systems at union council level

Description of activity results and processes:

All COs including UDMCs conducted drills on emergency response and DRM i.e coping with flood, search and rescue, announcement, utilization of equipment, first aid, and collection of important belongings, food and moving towards safe places in their villages. This practice ensured participation of every household. The purpose of the drill at community level was to make the entire community aware of how to play different roles and responsibilities of CO in case of emergency. The COs actively played critical roles to describe their roles in different phases of disaster response and DRM (i.e. pre, during and post disaster).

In the first phase, the COs gives detail information and quick decisions to the entire community about early warning system. They played important roles to explain functions and modus operandi of the early warning system. The COs also fully engaged the entire community in the operation of the early warning system.

The COs declared the area an emergency area after receiving a call from DDMA and successfully evacuated the entire community on the safe place. This came after they had an emergency meeting in their villages and different responsibilities were assigned to each CO member. It was also found effective that the COs paid proper attention to evacuate vulnerable groups the elderly, children and any other groups in need.

In the second phase, the COs members rescued and evacuated vulnerable groups from risky areas to a safe zone. They also simultaneously gave treatment to the injured people relying on their learning from training modules SMAAJ facilitated.

Lessons Learnt:

- Previously at community level there was no early warning and communication system for an emergency response.
- Local communities became proactive to communicate and cooperate with DDMA in order to obtain risk information and forecast particularly before the monsoon seasons

3. The Way Ahead/further project needs

- small scale and short term; it can be scaled up as the whole district is prone to equally destructive
- The project was very and dangerous hazards for which long term programme is needed to be design.
- DDMA has to play active role and support UDMC plan as UDMC has already linked at district level
- Government has make easy process for gross root organizations to open their account
- DDMA should reactivate their emergency control room which would help UDMCs and communities to timely contact them and get benefit from their information and further guidance
- Giving an opportunities and community participation bring ownership and reduce work burden of the IP working with them.

Spazandi:

Case one: CBDRM as one opportunity to resolved conflicts.

(Gohar khan, Age 54 years, president of CO, Spazabdi)



When the work was started on CBDRM. This person was the responsible person who was managing the entire COs members and community. He is an illiterate person and belongs to a very poor family. How was he worked with fully skirmish community and made them able to work to gather rather than work alone. All the conflicts have been resolved between community people and every one took a part in this work enthusiastically.

“In his village, the CO decided that their first priority is to make flood protection wall, which will benefit their people. They wanted 1200 feet wall which will protect them from flood but the officials approved only 650 feet, which was not enough. So that the CO President Gohar Khan took a positive step, he called a meeting to resolve the issue in that meeting all the CO members

participated & they discussed the issue in detail. At last they decided that they will divide the area, like the areas where people are more vulnerable will be given priority and they will work accordingly. So, they resolved the issue in good way. Before the formation of CO the community were not together and not thinking for the problems of each other's and not working together for each other's including Gohar Khan, they used to work individually & ignoring other's need and prioritized their personal tasks. Now after the COs meetings the improvement is observed as they are much more united then before, they work in unity and in harmony, as the senior community member Gohar Khan the community listen him and after the suggestions and recommendation they decide the . And they decide that, the rich people in the community will support the vulnerable which is necessary for their development.”

Case study two: How CBDRM made him able to think about future.

(Muhammad Anwar, Age 23 years,



spazandi)

How the CBDM team inspires him and made him compel to think about his newly born

generation. There is nothing related to education of children no one is ready to give education to their children for his bright future but CBDRM team fully changed his mind and now he is ready for the change and want an educated family.

“ I use to work in agriculture fields for my livelihood purpose and bear my family expenditure. I have some animals (lambs and goat). Previously I was even unable to contemplate that we can also do like that which they are doing but after getting these training it make me able to do effort and show struggle that my own son can also do these activities which they are doing right now. How I gain this idea let me to explain. When the SMAAJ team visited our village first time and formed a CO they guided and aware us a lot that how to work together and what will be the benefits of working untidily. By that time I promised with myself that I will do work together with other community members for the benefits of the community. I am very much fond of education for my kids but due to the very low income couldn't do that yet but I mad promise with myself that in future I will to save some money for the education of my kids. When our own people get education they will be able to resolve our own problem much better then stranger who come from other areas. In our CO very few people who are having the little education but they are much aware and can take decision for benefits of their village and also want to protect it from any kind of

harm and emergency in the areas. Me along with the other community members did few sitting discussed and realize the status of women group and all members got agreed that there must be women participation in project activities therefore we formed women COs also . Our own female can share their problems which they are facing every moment as well. I have just got this idea when I saw them their life style their way of awareness and their struggle that how they are working for our poor and needy people.”

Kanbanglow:

Case study one: Making a strategy to handle the tough situation

(Obaidullah khan, Age 27 years, killikanbanglow)



As it is common to create a problem during work in the rural areas. No one is ready to leave competent for the better consequence same situation was there some one was doing hypocrisy to disturb all the work over there but COs president handle this situation very judiciously and achieved his targets.

In Kan Bangla the CO decided that their first priority is to make the flood protection wall with the support by CBDRM team who is implementing the CBDRM project. The work was started. After few days, one of the CO member was creating problems. He said that he will not allow the work in the village. He assumed that the design and areas which identified are not worthy. He further threatened the CO members that, he will approach the stakeholders against the scheme. But he did not react aggressively. He informed the CBDRM officials and community people about the situation and conflict by concern person. Then CBDRM team and CO President himself called a meeting in which all the members were present including concern person who was creating problems. They discussed the issue in detail and finally this person acknowledged that he was misguided by some community member who did not want this protection schemes for the community. At last he agreed with other CO members the conflict resolved & they continued their work. That was a change in the community that they did not react aggressively, they didn't fight but they took a positive action. They were more united than before & they resolved the issue themselves.

**Case study two: CBDRM team
perform a vital role to made
her able to motivate his
husband and family**

(Bibi Uzma, Age 28 years, killikanbanglow)

People of the tribble areas are very strict against any type of activity related to woman but CBDRM team motivate them to allow the women for the social work as she is doing right now she was not herself ready to participate in these social work and family was also not ready to let her for these sort of activities but by struggle of CBDRM team she motivate her family members and now she is performing a key role in CO.

“Firstly when the CBDRM Team visited our village I was unaware of it. So my brother told me about this. I was much far from these types of activities and my family members are also not interested to allow me to visit these types of events. So one day I visited one of my friendshome I saw that near to 20 women were there and one of them was briefing to these women so I also went and took apart in it. The girl who was briefing to these women just introduced herself and then one by one rest of them introduced themselves. She was asking that how the disasters happened over there. What was the possessions of these disasters furthermore she also told us that how to protect ourselves in same situation whenever it happens. When session was concluded. I just met with her who were discussing these all she was belong to some of the organization. I told her that I also want to be a part of these gatherings so she told all the procedure and way of working and took me as CO member after that day I saw how these people are helping our needy and poor people's without any selfishness and greediness. From that I suggested that I will be the

part of very events related to this. After this I went to home and discussed this all with my husband he was very against of these organizations at first. When I discussed it with him he told me we were much wrong these peoples are working for us and we are totally against so he told me that I am felling shy that why we were against of it from that day I have commitment with my husband that I will never miss these events and I will be in front line. I agreed my entire family member to be a part of it and now we have no problem by our family and we are taking a part in it very much.”

Case study three: Resolution of conflicts.

(Obaidullah khan, Age 27 years, killikanbanglow)



When the work was started on CBDRM. This person was the responsible person who was managing the entire COs members and community. He is an educated person and belongs to a very contradictory society. How was he worked with fully skirmish community and agreed them on the provided length which was less than their demands.

One day CBDRM Team visited our village with engineer we have decided to work on mitigation scheme. We took him that where and which place needs to be protected which place is more vulnerable. SMAAJ team engineer visited a site and did all the measurement our scheme was related to Flood protection wall. We have measured all the require length. It was about 2000 ft. So after some day only 640 ft were approved from the concern organization it was a big challenging for me that how to distribute and where to construct because it was much less than our requirement so decided to call a CO meeting and also invite village people. I have got this idea from the concern organization that how to solve the problem and what is the benefit of working to gather and sharing ideas with each other's. One day I called a meeting we sat to gather and discussed this issue that we got the approval of 640 ft out of 2000 ft length. We took a positive step and distribute it. First priority has been given to those how have very needs of it and seen more vulnerable than others. Firstly it was very hard to decide no one was ready to leave his portion but after a huge discussion it was decided by the village people and as per there suggestion the distribution was done and the conflict has been resolved.

3. Chari

3.1 Case study one: Resolving of land conflict

(MuladadKakar, Age 32 years old, COs president, killichari)



It was the time when CBDRM team was implementing mitigation schemes in this village. Some of the other village people stopped the work over there due to conflict on land issues they were not ready to allow this village people which was selected by CBDRM team for mitigation work, on main time when the time was very less for the end of project one of the CO member approached government and elders of both villages and decided a place and time that how to resolve this issues and he did it positively and made them agree to allow them for the mitigation implementation work.

“In KilliCharri, the CO decided that their first priority is to make a check dam, which will beneficial for community. So, they started their work at the border of the village. At that time the people from neighboring village claimed that the COs of chari crossed the limitation between their villages , it was their area & they will not allow the dam in this area.

The conflict started between the communities of the two villages. They were ready about to fight but CO members did not react aggressively they were behaving so cool and normal as they were early. After few days again the people of the other village were trying to make problems for the CO members. Then he is approached to government officials of the district and called the meeting. In that meeting the people from both villages & the government officials were participated. They discussed the issue in detail and visited the area and scheme and finally the officials declared the area as the part of KilliCharri& both the communities agreed on scheme construction and they continued their work peacefully.

That was a change that the CO members did not fight but they resolved the issue in better way, through meeting and approaching the officials. And they were much more united than before. The credit goes to Mr.Moladad as he is the president and he led the CO group and tried his best for the good and positive resolution of that conflict.”

3.2 Case study two: No more impediments for girls' education

(Bibi Zenab, Age 27 years, killichari)

Bibi Zenab is the resident of a killichari district ziarat. She belongs to very illiterate

family and village all of them are much far from education and totally against of girls education no one is ready to leave girls for education but she motivate her family with the help of CBDRM team whose are working there on CBDRM. And now there family members have no exceptions about girls education.

Our people are much illiterate and the illiteracy rates are much more here most of the people have the same occupation and doing work in their agriculture land. From these lands they are earning, most of us have the same source of income. Hardly you can find a person who is well educated and doing job in government or private sectors. If we have the situation like this with our masculine so what will be the condition of our feminine. Our people are totally against of girls' education they are much backward due to lack of education. Here the people have their own way of thinking and views no one is ready to allow their girls to get education. Most of them have the same nature. So when I took part in CBDRM trainings it is totally a way of inspirations for my life it is totally a changed for us. So I was much confused that way we are like this I have raised a question and asked with my own self that way we are doing this viciousness with ourselves and with our upcoming generations way are not ready to allow our girls to get education is this not inequality with our people. So from that time I decided with myself that I will serve my full energy and do every struggle to motivate the people for the girls' education to aware them that how

much an educated woman is important for any society. How an educated woman does everything as an educated man is doing in the society. How an educated woman take care of their children without dependents on others. I am much thankful to CBDRM team who came and changed our thinking and views about girls' education and oriented our minds and life toward education.

4. Warchoom

Case study one: Using a tools in an accident given by CBDRM team.

(Bashir Ahmed, Age 29, killiwachoom)



Bashir Ahmed is the CO President. One day his information secretary found an accident which was happened near to road side of his village he informed the CO President he gave them the first aid treatment by using first aid box which has given to this village after attending first aid training given by CBDRM team. Then he called ambulance and referred them to near hospital.

forming CO and conducting trainings. They responded quickly, they were united & worked in harmony.”

“One day an accident was happened on the road side near to killiwarchoom. At that time the CO member (information secretary) was there, he saw the accident and immediately informed the CO President Bashir Ahmed on phone. Bashir Ahmed reached there at that point with his first aid kit.

They took out the injured people from the bus and Bashir Ahmed provided the first aid treatment with the skills he learnt during the training and with the kit which he got in his training. After the first aid treatment the injured people were feeling better.

The community appreciated the quick action of the COs which they provided to the needy people on emergency. That was a change in the community after

