

## **BASIC INFORMATION**

**Grant ID #:** 20032379

**Grant Project Title:** Community Empowerment through the Rehabilitation of Flood Affected in Muzaffargarh, South Punjab

**Organization Name:** MOJAZ Foundation

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**Total Grant Awarded:** 398430 (US \$)

**Grant Start and End Date/Project Duration:** June 01, 2011 to January 31, 2012

**Report Due Date:** January 2012

**Report Submission Date:** May, 2012

## **NARRATIVE REPORT**

### **Project Purpose**

The main purpose of this project was to “*Empower Flood Affected Communities for meaningful participation in the Recovery and Rehabilitation program in the severally flood damaged areas of District Muzaffargarh*”, South Punjab.

### **Project Implementation**

#### **Background:**

July 2010 floods affected over 6.0 million people. Infrastructure and agriculture losses run into billions of dollars. According to the assessments conducted by United Nations, the World Bank and Asian Development Bank and the data base of NDMAs and PDMAs, nearly 3.5 million acres agriculture lands faced the sever damages. The estimated cost of the total destruction was PKRs.80.73 (US\$ 9.7) billion. In Punjab twelve districts were severally affected and the project area of MOJAZ Foundation (District Muzaffargarh) was the worst among these twelve districts. In Muzaffargarh over 95% of standing crops were washed away and more than 70% of houses were damaged. Government, aid agencies, local and international NGOs and communities came forward to respond to the mammoth challenge of recovering from this trauma.

Pertinent to note here is the fact that the community, the local district and the union council level public administration and community representatives were unable to play any significant role in the rehabilitation of the village level communal infrastructure. There were many reasons behind this phenomenon such as lack of coordination amongst service providers and lack of coordination between service providers and the communities, political interference in rehabilitation activities, lack of participation of

communities in planning, and poor governance etc. All of this resulted in creating a gap between real needs and the implementation and also neglect of some deserving area.

MOJAZ Foundation, while actively participating in the relief activities, realized that in order to make rehabilitation efforts successful, it was important to make local governance mechanism effective. The communities also expressed the need to revive the abandoned local government system and to create harmony amongst different stakeholders; public sector, civil society, and grass roots organization.

Therefore, in order to enhance the effectiveness, accountability, and transparency of the relief and recovery efforts it was important to encourage inclusive development-empowerment of community by involving them as an active partner in the entire process. In this backdrop, MOJAZ Foundation implemented the project to address the problems faced by the disaster struck communities in the flood affected areas as well as set the stage for policy guidance for future emergencies or disaster.

The project aimed at empowering flood affected communities for meaningful participation in the recovery and rehabilitation program in the severally affected flood damaged rural areas of District Muzaffargarh, South Punjab. MOJAZ mobilized vulnerable communities into socially viable forums and networks through human and institutional capacity building to ensure transparency and accountability for the rehabilitation and recovery process in their respective communities.

The project focused at engaging the local communities through a practical approach of making them in charge of their own development through reviving municipal infrastructure at the village level. Efforts were made to involve district government in the project activities. The specific objectives of the project were defined as follows:

### **Specific Objectives & Deliverables**

- Formation \ Revival of Grassroots organizations and networks at village, UC and district level.
- Training of Community Representatives in need identification, project planning and monitoring.
- Dialogue with the local leadership, district administration and district level humanitarian forums.
- Town halls and Caucuses for advocacy and media campaigns at the district level for sharing priorities and gaps for the rehabilitation efforts.
- On job training of community representatives in project implementation and execution skills through the implementation of small infrastructure project for the rehabilitation of communal infrastructure at the village level.

The activities were planned in line with goal and objectives as follows:

Output No. 1 Formation \ Revival of Grassroots organizations and networks at village, UC and district level

- 25 Village Organizations (100 COs) / Networks formed and revived (2,500 households, 17,500 beneficiaries)

Output No. 2 Training of Community Representatives in need identification, project planning and monitoring

- 200 representatives from the community and local government administration are trained in need identification, project planning, implementation and oversight skills.
- 25 representatives of the community are trained in organizational skills e.g event management, rules of business, correspondence, conducting meetings and record keeping.

Output No. 3: Dialogue with the local leadership, district administration and district level humanitarian forums

- 20 Caucuses / Town hall meetings at the district level for advocacy and media campaigns for sharing priorities and gaps for the rehabilitation efforts.
- Ensuring Disaster Risk Reduction at the district level policy forum through advocacy and media campaigns.

Output No. 4: On job training of community representatives in project implementation and execution skills through the implementation of small infrastructure project for the rehabilitation of communal infrastructure at the village level

- Rehabilitation of 4 UC offices in target areas.
- Rehabilitation of 25 village level public infrastructure for up to 10,000 US\$ per village.

### **Progress towards Project Outputs:**

MOJAZ Foundation implemented the project in 25 worst affected villages of four worst affected Union Councils of District Muzaffargarh. The local communities were organized into Community Organizations and Village Organizations through the social mobilization. Special emphasis was placed on giving fair representation to all the vulnerable and marginalized sections of the society, particularly women in these organizations. A network of these village organizations was created at UC level to discuss the issues related to the rehabilitation of the flood affected villages with relevant organizations and line agencies.

The Village Organizations participated in the process of prioritization of their immediate rehabilitation needs and in the preparation of projects with the facilitation of MOJAZ field teams. This process provided an opportunity to the undermined communities to

participate in the identification, planning, and monitoring of the rehabilitation projects. The community organizations' capacity was further enhanced by imparting formal training courses on various development related skills.

The same community organizations participated in the rehabilitation of infrastructures damaged by the flood. The community organizations selected the schemes for rehabilitation and took active part in the monitoring of the same. This provided them an opportunity to develop project implementation and execution skills through taking part in the implementation of small infrastructure project for the rehabilitation of communal infrastructure at the village level.

The details of activities and their implementation is given in the following section:

### **Staff Hiring & Orientation**

After signing formal contract with FOSI, MOJAZ hired staff for the implementation of the project. As per recruitment & selection section of HR policy of MOJAZ Foundation a formal advertisement in the national newspaper was published for the project staff. The candidates were shortlisted and interviewed by a formal panel.

After selecting of project staff, a two day orientation session was organized by the HR department on the project. The basic objectives of the orientation session were as follows:

1. Familiarity of project staff with the MOJAZ overall objectives and value system
2. Familiarity with MOJAZ policies and procedures
3. Comprehensive understanding of Project Purpose, Outputs & Activities and methodology
4. Preparation of Log. Frame
5. Preparation of Project Work plan

### **Union Council / village Profiling**

Prior to formation of Community organizations, MOJAZ conducted village level situation analysis in all selected union councils using participatory techniques. The area wise scope of the project was limited to 4 union councils (25 villages) of District Muzaffargarh. The purpose of the situational analysis was to find out real needs of the community to be addressed by the project. The objectives of the situational analysis/ need assessment were to:

- Gather facts and data on socio economic condition to identify real needs of the community
- Give opportunity” to poor and other hard-to-reach beneficiaries to voice their needs
- Obtain communities' feedback on preferences and priorities set by the district

government

Keeping in view the above mentioned objectives, the project team developed the Union council map with the help of Union Council Office. The map was clearly marked according to the working area.

The profiles covered following aspects:

- Socio-economic features
- Population (HH)
- Population (No,s)
- Total land (acre),
- Average land holding
- Occupation
- Details of flood damages

The project field staff filled the baseline formats for 12 worst affected union councils out of which 4 were selected for the project. The information was collected from relevant Union Council offices, District Revenue office & District Disaster Management Authority (DDMA).

Details of 4 union councils, villages, households and population

S.No.	Union Council	No. of Villages	Households	Population
1	Baseera	6	4279	29957
2	Gull Wala	9	6500	46000
3	Nohan Wali	16	2143	26800
4	Sharif Chajra	13	3630	25406
total	4	44	16542	128163

The above mentioned union councils were the most affected by floods. Initial findings highlighted serious damage to basic infrastructure including schools, BHU, union council offices, vocational centers etc. Although most of these were operational, they needed rehabilitation for proper functioning.

A predominant majority in 4 union councils was affiliated with agriculture with daily wagers as the second major occupational group. Following table illustrates the details of primary occupations in 4 union councils.

Details of primary occupations

Primary Occupation (s)						
Profession	Agriculture	Service	Livestock	Daily wagers	Petty Trading	Unemployed
Basira	60%	5%	10%	10%	5%	10%

Gul Wala	35%	5%	15%	15%	10%	20%
Nohan Wali	20%	2%	10%	30%	10%	30%
Sharif Chajra	20%	3%	7%	20%	20%	25%

The detail of the socio-economic infrastructure damaged by the flood is given in the following section

Socio – economic Infrastructure damaged by flood: Schools

Union Council	SEI	No.	Damaged by Flood	Operational
Basira	Schools	23	yes	Yes
Gul Wala	Schools	26	yes	yes
Nohan Wali	Schools	28	yes	Yes
Sharif Chajra	Schools	25	yes	Yes

Socio – economic Infrastructure damaged by flood: Vocational centre

Union Council	SEI	No.	Damaged by Flood	Operational
Basira	Vocational Center	2	yes	Yes
Gul Wala	Vocational Center	-	-	-
Nohan Wali	Vocational Center	-	-	-
Sharif Chajra	Vocational Center	-	-	-

Socio – economic Infrastructure damaged by flood: health facilities

Union Council	SEI	No.	Damaged by Flood	Operational
Basira	Basic Health Unit	1	yes	Yes
Gul Wala	Basic Health Unit	1	yes	yes
Nohan Wali	Basic Health	1	yes	Yes

	Unit			
Sharif Chajra	Basic Health Unit	1	No	Yes

Union Council	SEI	No.	Damaged by Flood	Operational
Basira	Private Clinic	08	yes	Yes
Gul Wala	Private Clinic	06	yes	yes
Nohan Wali	Private Clinic	10	yes	Yes
Sharif Chajra	Private Clinic	10	yes	20%

Union Council	SEI	No.	Damaged by Flood	Operational
Basira	Rural Health Center	01	yes	Yes
Gul Wala	Rural Health Center	01	yes	yes
Nohan Wali	Rural Health Center	01	yes	Yes
Sharif Chajra	Rural Health Center	-	-	-

Union Council	SEI	No.	Damaged by Flood	Operational
Basira	MCH	01	yes	Yes
Gul Wala	MCH	-	-	-
Nohan Wali	MCH	-	-	-
Sharif Chajra	MCH	-	-	-

Socio – economic Infrastructure damaged by flood: Union Council Offices

Union Council	SEI	No.	Damaged by Flood	Operational
Basira	Union	01	yes	Yes

	Offices			
Gul Wala	Union Offices	01	yes	yes
Nohan Wali	Union Offices	01	yes	Yes
Sharif Chajra	Union Offices	01	yes	20%

Union Council	SEI	No.	Damaged by Flood	Operational
Basira	Markets	01	yes	Yes
Gul Wala	Markets	03	yes	yes
Nohan Wali	Markets	01	No	Yes
Sharif Chajra	Markets	01	No	Yes

After completing the baseline survey, the process for the formation of community organizations was started.

**Out put No (1) Formation/ Revival of Grass root organization and networks at village, UC and district level.**

**Social Mobilization/Capacity Building**

The formation of community organization was the first step towards implementation of the project. As it was an emergency situation when the project started, it was very difficult to organize community without providing any relief goods. The community was in demand of services and was not ready for any kind of dialogue. Also, due to heavy losses, community was not ready to do any volunteer work. After many visits to project areas, MOJAZ project team was successful in delivering the introduction message of the project. For this purpose, the Social Organizers arranged large community meetings. During these meetings activists were selected in each village for onward mobilization at village level. Along with relevant village activist small village level corner meetings were conducted to interact & select members for the formation of community organizations. During these initial meetings potential CO members and volunteers were identified. The identified members were then selected as CO members with the consent of majority of people from respective villages to ensure fair and transparent representation. After selection of CO membership, next meeting with selected members was planned for the documentation of CO formation and its membership.

**Details of Community Organizations:**

S.No	Union Council	Villages Covered by COs	No. of COs
1	Baseera	6	50
2	Gull Wala	9	22



3	Nohan Wali	5	13
4	Sharif Chajra	13	31

### **CO Documentation**

In the second meetings with CO members the documentation process was started. The social organizers along with the help of activists and CO members prepared the following documents.

- Terms of Partnership
- Undertaking for CO membership
- Resolution for the CO formation with signature & CNIC Number.
- Micro Investment Plan
- Attendance Sheet
- Resolutions (as per need)
- Meeting Record with attendance

### **Regular monthly meetings of the CO**

After completing all the formalities of CO formation & membership, regular meetings on fortnightly basis were planned & organized. In total 100 community organizations were formed in 25 project villages of 4 union councils. For each CO meeting, proper venue was selected by the CO members. In these meetings agendas for upcoming meetings were also decided. Each CO selected its executive body comprising of:

1. President
2. Vice President
3. General Secretary
4. Joint Secretary
5. Sec, Finance
6. Sec, Information.

### **Formation of VOs:**

After the formation of 100 CO, the process for the formation of 25 Village Organization (VO) started. One VO covered on an average of 4 COs. The CO members identified and selected respective VO members. The criterion was to select comparatively well aware, educated and active members who could contribute into dialogues with donor organizations and government line agencies regarding needs specific to their areas. Each VO selected its executive body. These VOs ran campaigns on importance of education in the target union councils. They also played an active role in the formation of Village Development Plan (VDP) and building linkages with the line departments for the approval of said plans.

### **Local Support Organizations (LSO)**

LSOs were formed at union council level. There were 4 LSO and each LSO comprised of 25 members. These members were selected by COs and VOs members. These LSO actively participated in Town Hall meetings organised by MOJAZ team. In these

meetings, the members of LSO took active part in the discussions related to development projects in their areas.

**Out put No (2).Training of Community Representatives in need identification, Project planning and monitoring**

The project emphasized on capacity building of the local communities, local government administration by conducting formal trainings and providing hands on experience. The main purpose of the trainings was to sharpen community management skills and establish their linkages with the district government. The trainings enabled community members develop management skills necessary to deal with developmental projects. In total 225 members were trained in different trainings. Enhancing the capacity helped these groups manage the problems faced during rescue, recovery and rehabilitation phase. Trainings also prepared them for risk management of future disasters.

In order to conduct trainings, HUMAN RESOURCE LEARNING CENTRE was hired. Two trainers (male & female) conducted the training events in the project field area of District Muzaffargarh.

Following were the main trainings identified by CO members.

- \* Community & Leadership Management Skill Training
- \* Event Management & Business Record & Rules Training

The main objectives of the trainings were as follows:

1. To enable participants to understand the importance of CO's at Basti level
2. To enable participants to understand basic record keeping & mechanism at CO level
3. Develop basic concept clarity on saving.
4. Develop understanding on basic account keeping skills
5. To understand the philosophy of participatory development
6. To understand the principles and practices in rural development
7. To develop interpersonal skills
8. To learn how to establish effective, productive linkages with government and private organizations

**Training Details:**

Details of the trainings:

S. No.	Training Title	Training Duration	Starting Date	Closing Date	Participants
1	Event Management	3 Days	November 24, 2011	November 26, 2011	
2	Rules of Business & Correspondence	3 Days	November 28, 2011	November 30, 2011	
3	Conduct Meetings	3 Days	December 1, 2011	December 3, 2011	
4	Record Keeping	3 Days	December 26, 2011	December 28, 2011	
5	CMST	3 Days	December 29, 2011	December 31, 2011	
6	LMST	3 Days			

**Output No (3) Dialogue with the local leadership, district administration and district level humanitarian forums.**

It was planned to organize district level town hall and caucuses in Muzafargarh, with senior officials from the district administration, political leadership and the provincial representatives of the Government, UN and other humanitarian agencies. The purpose was to understand the priorities of the community and aligning their programs as per the needs of the local people. It was also planned to invite representatives from the non – project Union Councils as observers to learn the process so that they could negotiate similar programs in their respective areas.

Town hall meetings were organized in central press club, Muzffargarh. The LSO members of all four UCs and four media persons participated in these meetings. The basic purpose of these meetings was to develop a mutual understanding regarding Village Development Plan (VDP) between community and socially influential personalities. The forum met after every two months and discussed Village development plans in details.

**Output No (5) On job training of community representatives in project implementation and execution skills through the implementation of small infrastructure project for the rehabilitation of communal at the village level.**

Under this output physical infrastructure schemes were rehabilitated at village and union council level. The on-job training was provided to the respective village members by involving them in rehabilitation activities. The CO members contributed in following activities vis-à-vis rehabilitation of infrastructure schemes.

- Identification of village level schemes
- Procurement of construction material & employment of local labor & contractors for material supply
- Construction work

- Monitoring of the rehabilitation work

Following infrastructure schemes were identified for the rehabilitation:

- Rehabilitation of 4 UC Office
- Rehabilitation of 27 village CPI schemes of following types
  1. Feeder School (1)
  2. Vocational Centre (1)
  3. Street Solings (22 each of 630 rft)
  4. Culverts (2)
  5. Pacca Water Course (1)

Details of each scheme in 4 union councils are as follows:

List of physical infrastructure Schemes in union council Gull Wala:

S.No.	Name of Mouza	Name of basti	Type of scheme
1	Gul Wala	Gul Wala	Soling 630 ft
2	Saden Wala	Massan Wala	Soling 630 ft & Culverts
3	Rodan Wala	Range Wala	Soling 630 ft
4	Umer Budh	Masu Wala	Soling 630 ft
5	Chak Fateh Ali Wala	Fateh Ali	Soling 630 ft
6	Faazil Karloo	Chamroo Wala	Soling 630 ft
7	Gul Wala	Gul Wala	UC Office

List of physical infrastructure Schemes in union council Nohan Wala:

S.No.	Name of Mouza	Name of basti	Type of scheme
1	Bara sadat	Nai Abadi	Soling 630 ft
2	Chak alidah	New doaba	Soling 630 ft
3	Dolat pur 1	Pandi Wala	Soling 630 ft
4	Daulat Pur2	Bara chindia	Soling 630 ft
5	Mehbob wala	Uthan Wala	Soling 630 ft
6	Daulat Pur	Hayat shah	Soling 630 ft & Culvert
7	Nohan Wala	Nohan Wala	UC Office

List of physical infrastructure Schemes in union council Shareef Chajra:

S.No.	Name of Mouza	Name of basti	Type of scheme
1	Bait ludha	Esa kurai	Soling 630 ft
2	Beat walidat sharqi	Bakhu Wala	Soling 630 ft
3	Bait ludha	Esa kurai	School
4	Noran ambren	Amb Wala	Soling 630 ft
5	Patti Sekhani	Sekhani	Soling 630 ft
6	Walidat khurang	Rana Metla	Soling 630 ft
7	Shareef Chajra	Shareef Chajra	UC Office

List of physical infrastructure Schemes in union council Baseera:

S.no	Name of Mouza	Name of basti	Type of scheme
1	Ali Wala	Sar Wala	Soling 630 ft
2	Hadir Dasti	Wada Khu	Soling 630 ft
3	Noor Kubra	Shahelay Wala	Soling 630 ft
4	Qalandar Wala	Pakka Wala	Vocational Center
5	Sabzo jat	Farmadi	Water Channel 450 ft
6	Tiba bura sharki	Hussain Wala	Soling 630 ft
7	Ali Wala	Bhanay Wala	Soling 630 ft
8	Baseera	Baseera	UC Office



**Vocational/technical skills centre in UC Baseera**



**Feeder School in UC Sharif Chajra**

The schemes were rehabilitated by MOJAZ engineering unit itself with active participation from community organizations. The schemes were identified after CO consultation and endorsement through resolutions. Efforts were made to hire unskilled labor and purchase material from local vendors to provide economic opportunities to local people.

The engineers from MOJAZ prepared feasibility study, bills of quantity, CPI sites layouts. The construction work was started completion & approvals of designs & BOQs. The construction work started in January 2012 & completed in March of the same year. Communities were involved in the monitoring & quality assurance.

### **Progress towards Outputs:**

The project achieved following outcomes:

- \* 100 community organizations formed/revitalized.
- \* 25 of village organizations and 4 Local Support Organization formed/revitalized.
- \* 20 community forums established at UC level, who met bi-weekly at the rehabilitated Union Council Office.
- \* 4 Union Council Offices renovated and provided platform for sharing problems and progress on rehabilitation
- \* 25 municipal infrastructure facilities rehabilitated.
- \* 400 people worked as labor for the rehabilitation of these municipal infrastructure facilities in their respective village schemes.
- \* 225 of community representative trained in the need identifications, project planning, implementation and monitoring.
- \* 25 community representatives trained in organizational skills.
- \* 20 caucuses organized at the district level.

### **Monitoring and Evaluation**

A proper internal monitoring system was developed to monitor the activities defined under the project. For this purpose a comprehensive Work plan was prepared based on the LFA. Activities were executed as per the work plan. In order to make activities aligned with the work plan, weekly & monthly progress review meetings were conducted. Monitoring visits were conducted by M&E Officer to monitor timely completion of activities as per the agreed criterion. The CO members were also involved in the monitoring of the physical infrastructure rehabilitation schemes.

Proper record of each scheme and beneficiaries was maintained at field office level by the project team. The monitoring team from head office regularly visited the project area to monitor and check the progress against work plan.

### **Challenges, Changes and Future Work**

The project was planned for a period of six months. However, it took ten months to complete the project due to the fact that social mobilization took more time than stipulated/planned. The communities were deeply upset due to damages caused by the flood and were not willing to spare time for community organizations formation. This was addressed by spending more time in communities and convincing and encouraging them for participation in community organizations.

Other challenges faced by the project are as follows:

:

1. Community was demanding different inputs for individuals use and was also requesting to construct Mohallah Streets etc. This issue was resolved by project management team by organizing community meetings to make people realize the urgent and communal activities that could benefit a larger number of people instead of individuals.
2. Women were reluctant to participate in mix CO meetings and trainings. This issue was resolved by organizing separate meetings and trainings for women
3. Political Pressure by local leaders & MPAs of the target areas was another big issue faced by the project. They requested for CPI schemes in their relevant constituency. This issue was resolved by arranging community dialogues with MPAs to make them realize the fact that project aims to benefit the most needy and vulnerable segments and also the schemes that could benefit a large number of people.
4. It was planned in the project to ensure community share in CPI schemes. However due to heavy damages due to flood, the community was not able to contribute in cash. Therefore, community contribution was replaced by unskilled labor.

### **Media Strategy:**

Visibility banners were used during the community meetings & trainings. For CPI schemes visibility sign boards were installed having donor & implementing partner logos with the description of respective activity.

**Publications/Reports:**

No publications were produced under the project. Community Organization registers were printed for documentation of meetings.

Following reports are produced under the project:

1. Inception Report
2. UC Profiling (baseline/Situation Analysis)
3. Project Completion Report
4. Community Organization Register

**Case Studies**

Jan17, 2012

**Name of UC: Gul Wala**



**Mauza: Chak Fateh Ali Wala**

**Basti: Fateh Ali**

**Co Name: Fateh Welfare**

**Facility: Brick Soling Road**

**Number of House Hold/Beneficiaries: 80/560**



Flood 2010 damaged most of the link roads in the project area. The damages to roads severely affected people's mobility and also transportation of inputs and out puts to neighboring areas and markets. This road not only connects the Basti with the main road but also people from three other basties use it to go to main market. As mentioned under village need assessment, a large majority of the project area is affiliated with agriculture activities, and the damages to this road was causing a great problem for people to transport input to the fields and output to local market.

Even the provision of the fodder for livestock was not possible.

The CO of Basti Fateh Ali identified this road for rehabilitation. The resolution was passed and MOJAZ did the rehabilitation work with the help of local people. The members of the CO were actively involved in the supervision and monitoring of the rehabilitation work.

After rehabilitation of this road, people of the adjacent area are now able to commute to nearby places easily. Particularly women's mobility has been improved. As there was no health facility available in the area, people had to go to neighboring areas and damaged condition of the road was restricting their mobility. The soling has resolved that issue and now the patients could

easily be taken to nearby BHU. It has become now easy for the people to transport their agriculture product to the local market without delays. Thus giving a push to local economy by improving livelihood of many who had land on this road.

## **FINANCIAL REPORT**

In a Microsoft Excel format, list by line item the total project budget allocated in US \$, total amount spent over the grant period, and amount remaining (if applicable).

<b>BUDGET ALLOCATION (US \$)</b>	<b>BUDGET EXPENDITURE (US \$)</b>	<b>BALANCE (US \$)</b>