

**“Review of the impact and
appropriateness of community
organization process and structure under
the DRR component”**



Submitted to: IFRC - Pakistan

By

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Acknowledgement

We would like to express our gratitude to all those who supported the team throughout the review of community organization process and structure. We acknowledge the management and field staff of IFRC and PRCS for giving us generously of their time and continued support during this review process. The Disaster Management team has also extended us their continuous help throughout. We especially appreciate the efforts of Mr. Qaswar Abbas, Yasir Manzoor and Ms. Sasha Bouter (PMER) for supplying us with many documents relating to the project, as well as their guidance and support throughout the project. The role of Mr. Bilal Syed in accompanying us to all meetings of the PRCS representatives at provincial as well as at District level, and extending to us timely field support was extremely useful.

Special thanks to the communities, who devoted their precious time to facilitate the work of the team and readily shared the required information.

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ToRs, FGD guidelines for communities, FGD guidelines for project staff, Key Informants Interviews, ToP, Work plan, List of villages	

List of Acronyms

CBO	Community Based Organization
CCB	Citizen Community Board
CFW	Cash for Work
CNIC	Computerized National Identity Card
CP	Cash Programming
CRM	Complaint Response Mechanism
DEC	Disaster Emergency Committee
DMC	Disaster Management Committee
DRR	Disaster Risk Reduction
FGD	Focus Group Discussion
HAP	Humanitarian Accountability Partnership
IFRC	International Federation of Red Cross and Red Crescent Societies
IRP	Integrated Recovery Programme
IP	Implementing Partner
KII	Key Informant Interview
KP	Khyber Pakhtunkhwa
MoU	Memorandum of Understanding
ToP	Terms of Partnership
NDMA	National Disaster Management Authority
NFI	Non Food Items
NGO	Non- Government Organization
UC	Union Council
PRCS	Pakistan Red Crescent Society
PDMA	Provincial Disaster Management Committee
VO	Village Organization
VC	Village Committee
VDRMPs	Village Disaster Risk Management Plans
WASH	Water, Sanitation and Hygiene

Executive Summary

In 2010 Pakistan encountered the most devastating flooding in the country's history. PRCS/IFRC supported at least 227,028 families (1,589,196 people) across five provinces with various interventions during the relief and early recovery phase. The recovery phase was implemented under the IRP in six flood-affected districts in KP, Punjab and Sindh provinces. These districts included; Shangla and Kohistan (Khyber Pakhtunkwa), Muzaffargarh and Layyah (Punjab), Shikarpur and Kambar Shahdad Kot (Sindh). The IRP focused on recovery support approaches, contributing to building longer term community resilience of flood affected vulnerable communities. Key components of community resilience building include: community mobilization and organization, capacity building of community organizations, developing VDRMPs, raising awareness, and undertaking practical measures to protect community infrastructure from locally prevalent hazards.

The present review aims to determine the impact and appropriateness of the community organization process and structure under the Disaster Risk Reduction DRR component of the IRP in Pakistan. Keeping in view the nature of assignment, quantitative method of data collection and analysis were used. Qualitative data was gathered through secondary source, KIIs and FGDs.

The IFRC designed their response to the needs of the flood affected, based on intensive consultation through rapid assessments prior to or during project inception. The formation of VCs at village level and village organizations at UC level was adopted as strategy to ensure active participation of local people.

It was discovered that the proposed community organization process and structure could not be implemented as per plan. Out of three provinces, Sindh implemented it successfully in comparison to rest of two provinces i.e. KP and Punjab. Further, it was observed that there is a need to make the proposed process and structure flexible in order to make it adaptable and practical to the social, cultural and geographical needs of each province. At the same time, communities felt a sense of ownership as they identified the disaster mitigation schemes according to their own needs and requirements. They were also empowered by learning a skill. Cash grants under livelihoods enabled rural entrepreneurs to re-start businesses which had been destroyed or damaged during the floods. Hygiene awareness and construction of latrines contributed significantly in creating clean environment. The shelter construction provided them with a safe place to live as well as introduction of new material and guidelines make the shelters flood resistant. The field staff in Sindh shared that replication of shelter design was also observed in adjacent areas. They observed that people were constructing their shelters and raised the base by 3 to 4 feet.

The VCs played a vital role in identification of eligible beneficiaries under different sectoral interventions. The submitted lists were cross-checked by the PRCS staff to make the process transparent. In case of Punjab, the irregularities at the time of formation of VCs especially in selection of executive body members resulted in manipulated beneficiary lists. This was confirmed during verification process and as a result, the interventions were directly managed by PRCS national headquarter Islamabad. The staff in Sindh and KP acknowledged the facilitation role of VCs due to which no need to interact with individual beneficiaries for day to day management of different sectoral interventions.

In terms of sustainability of VCs, even the given steps have not been implemented. During data collection for this study, it was found that registration process of VCs/VO could not initiate and common response was that teams remain busy in other activities. It seems that this activity was not assigned to a specific staff member or not in knowledge of that person. However, majority of formed VCs/VO were still in need of guidance and support for registration with the concern authorities. The formed VCs may be formally handed over to other organizations still operational in the area. Another possible option could be registering these VCs as CBOs with the social welfare department and conduct periodic follow up with them. Few of the village organizations have taken initiatives on their own such as contacting district departments and successfully get school buildings constructed in their area or getting approval for electricity for the village etc. It is worth mentioning that the community mobilization approach was new for majority of staff at PRCS especially because of the large scale of the IRP. The PRCS capacity has been enhanced greatly over the period through implementing the processes.

It is worth mentioning that “community mobilization” approach was new for majority of staff at PRCS especially under IRP of such a large scale. PRCS capacity has enhanced like how to conduct meetings in communities, initiate community mobilization process, facilitating executive body selection process etc. many fold over the period by implementing the processes. The IRP served as an opportunity for the PRCS to link up different programs in a more efficient manner and avail of more opportunities. The staff educated their beneficiaries regarding possible benefits each can get in their project inception meetings, and in subsequent meetings. Staff changes and additions appeared to have been made when required for effectiveness.

It may also be noted here that being integrated project, the community mobilization is also linked with sectoral interventions. In some instances, the impacts of community mobilization have been explained by quoting examples from different project activities. It is expected that readers will also consider the complete context of IRP. The majority of activities were done through male members and female participation was negligible. The role played by volunteers was significant; however, capacity building needs to be undertaken. The shortage of trained female staff and also lack of female representation in VCs was a serious constraint as they were crucial for most projects activities.

The key interventions planned by the DRR component of IRP were as under:

- I. Community Mobilization in identified villages selected through Vulnerability and Capacity Assessment VCA process and formation of Village Committees (VCs) and Village Organizations (VOs).
- II. Village Committees orientation on Integrated Recovery Programme and sharing of sectoral Beneficiary Selection Criteria with VCs for beneficiaries’ selection.
- III. Signing of Terms of Partnership (ToP’s) between VCs and PRCS district branch.
- IV. Compilation of beneficiaries list by VCs following sector specific beneficiary selection criteria.
- V. Submission of beneficiaries lists to the PRCS district team.
- VI. Verification and finalization of beneficiaries list by PRCS-IFRC sectoral programme officials.
- VII. Implementation of IRP according to agreed plan of action and approved beneficiaries’ lists.

- VIII. Capacity building of VCs on community based Disaster Risk Reduction, Project Management, record keeping and finance handling.
- IX. Raising disaster preparedness and risk reduction awareness in communities.
- X. Support VCs in developing Village Disaster Response and Management Plans (VDRMPs) and identification of Micro Mitigation Projects (MMPs).
- XI. Technical feasibility study of MMPs and development of project proposals.
- XII. Implementation of MMP's in coordination with local government, relevant line department and PRCS branch.

Purpose and Scope of assignment:

The Review aims to determine the impact and appropriateness of the Community Organization process and structure under the Disaster Risk Reduction DRR component of the Integrated Recovery Programme IRP) in Pakistan.

Objectives and criteria:

- Analyze the application of the community organization process and structure.
- Determine the effectiveness of the community organization process undertaken for the establishment of VCs in targeted communities.
- Measure effectiveness of community organization structure for the implementation of IRP sectoral interventions.

IFRC evaluation framework will be used to guide this review, focusing on five key criteria:

- Relevance; to what extent community organization and VC structure is suited to the target group and relevant to the future programme needs.
- Appropriateness; to what degree the community organization process and structure was tailored to local needs and context.
- Effectiveness; to what level the community organization process and structure has been able to achieve the intended results.
- Coherence; to what extent the community organization process and structure is coherent to the local context and local government CBO and CCB systems.
- Impact; what impact did the community organization intervention have on the wider community.

Methodology:

The following methodology used for data collection and analysis;

Review of key documents and records including: IRP logical framework and plan of action, Pakistan Monsoon Flood Appeals, two-year progress report and latest operational update, IRP Mid-Term Review, IRP Inter-sectoral Baseline report (*Sept 2011*), Latrine and water supply system designs, Pakistan Earthquake 2005 and Floods 2011 final reports, IFRC Water and Sanitation Policy (2003), monitoring and field visit reports, programme and progress data and documents.

Consultation with IFRC/Disaster Management Unit: Close consultation and guidance was sought from DM unit regarding the requirements of the analytical framework as well as the content and usage of key data collection instruments. These include key informant interviews, focus group discussions with project staff as well as with communities, in consultation with the IFRC staff especially PMER unit. The HAP¹ principles have also been incorporated in the data collection instruments.

Desk Research: Collection and review of secondary data and material was done at various stages of the evaluation. IFRC's focal person facilitated the collection of documents. Initially, project documents prepared during the implementation of the programme were reviewed to obtain an overall picture of the programme, than a detailed perusal of the documentation of each programme pertaining to IRP was made to assess the variations in approaches, mechanisms used by PRCS. Major stakeholders involved within IFRC and PRCS were also identified.

Key Informant Interviews: KIIs were administered to key focal persons within PRCS who were identified according to their functional role in the organization. KIIs consisted of a detailed questionnaire developed from the CM criteria according to the process described above. The key Informants consisted of the executive management staff of the IP at their head office, as well as relevant managers at provincial hubs. Other key informants consisted of programme and/or project field staff of the IFRC representatives in provinces. The general method of analysis was to compare and analyze information derived from desk research to information derived from key informant interviews with key focal persons in the IP. A total of six interviews were conducted in this regard.

Focus Group Discussions: A detailed FGD questionnaire was developed which was very similar to the KII questionnaire in format and sequencing of questions. FGDs and meetings were conducted in a congenial environment and in a participatory manner at village level with purposively selected villages in each District. In order to conduct the FGD, a group of five to 26 village notables were consulted; together with the district field level project staff/PRCS. FGDs were conducted separately with women and men in accordance with cultural norms by female and male investigators. Out of ten planned FGDs, nine were conducted. Around 102 men and 76 women were consulted during the FGD meetings. The list of selected villages was shared with PRCS district, provincial and NHQ well in advance. In one case, the team could not conduct any FGD with women in Kohistan district in KP and the main reason given by district representatives was non-availability of community members due to seasonal migration.

Sample Design: In the first stage of sampling, two FGDs were planned in each district one each for men and women. The villages were selected on the basis of maximum and minimum number of interventions.

Data Collection: A team of qualified and experienced field investigators (female and male members) were deputed for the purpose of data collection. The field teams were supervised by the consultant in the field. The orientation of these field investigators was arranged by the consultants. The first field was conducted in Punjab followed by KP and Sindh respectively. Data collection was done through five FGDs with community members, six feedback meetings with field staff and getting response on questionnaire from three provincial and two national representatives of PRCS. Similarly response was collected on questionnaire from

¹ Humanitarian Accountability Partnership – making humanitarian action accountable to beneficiaries

three representatives of field representatives of IFRC. The data collection remains suspended for around ten days due to general elections and all offices were closed down due to security reasons. **Limitations of the Review:** The IRP ended on 30th March 2013 at that time the majority of project staff has also left. The most relevant staff i.e. community mobilizers, could not met and their vital feedback is missing. Further, the District Layyah was excluded due to security reasons.

Introduction:

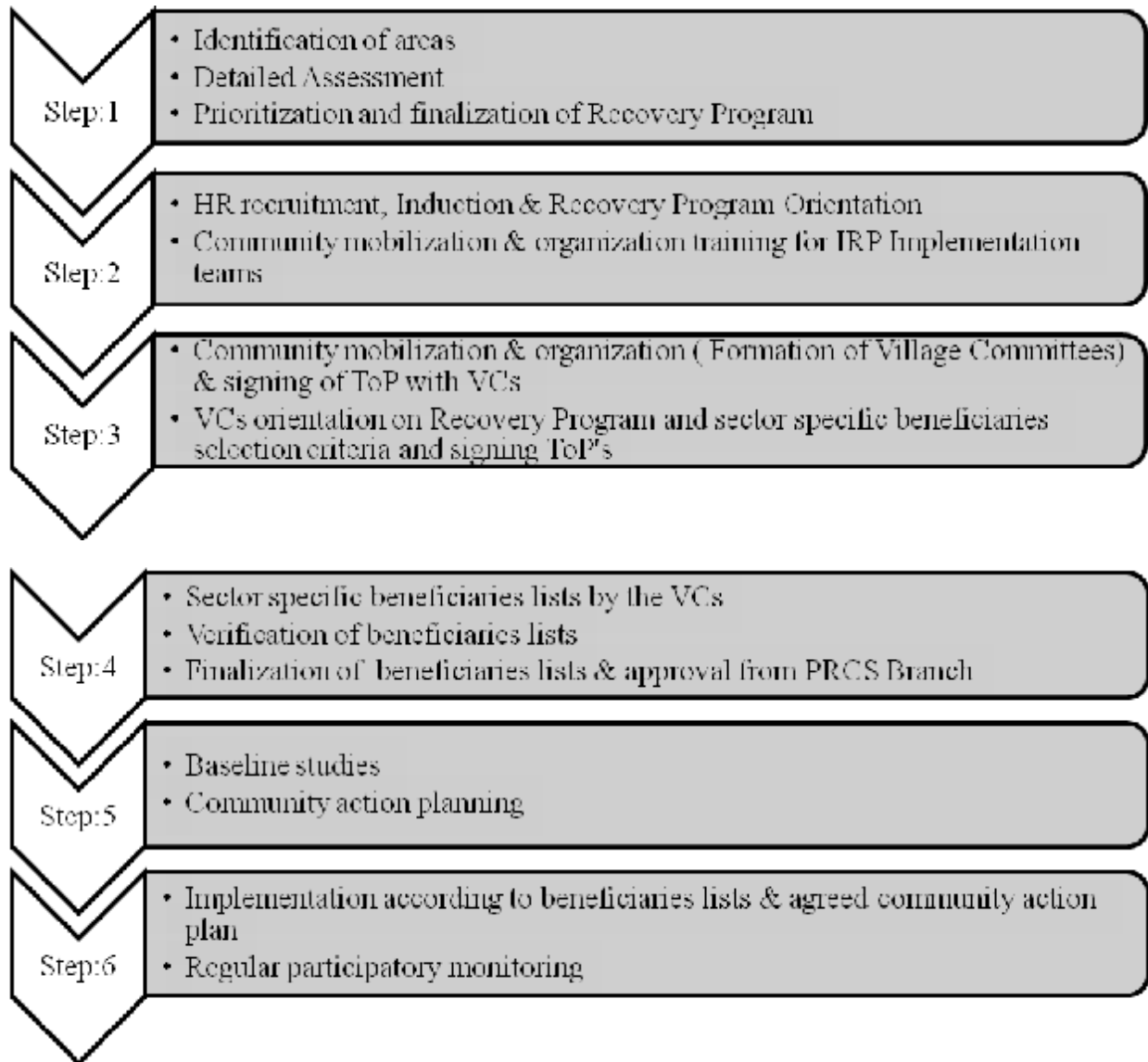
As a part of Pakistan 2010 Floods Appeal PRCS/IFRC are implementing IRP in six districts of KP, Sindh and Punjab provinces, two districts in each province. The Disaster Preparedness and Disaster Risk Reduction (DP-DRR) sector was given lead for the implementation of IRP. Long term programme needs community preparedness for future disasters through their organization and orientation on DRR tools, increased community awareness and preparedness through consistent use of Vulnerability and Capacity Assessment (VCA) and developing VDRMPs, increasing communities resilience by undertaking practical measures to protect community infrastructure realizing locally prevalent hazards and increasing awareness and preparedness of school population.

The process followed is given below:

1. Community Mobilization in identified villages selected through VCA process and Formation of VCs and VOs.
2. VCs orientation on IRP and sharing of sectoral beneficiary selection criteria with VCs for the beneficiary selection.
3. Signing of ToP between village committee and PRCS district branch.
4. Compilation of beneficiary lists by VCs according to the sector specific beneficiary selection criteria.
5. Submission of beneficiaries lists to the PRCS district team.
6. Verifications of beneficiaries list by PRCS-IFRC sectoral programme officials.
7. Finalization and submission of beneficiaries lists to PRCS respective provincial headquarters (PHQs).
8. Implementation of IRP according to agreed plan of action and approved beneficiary lists.

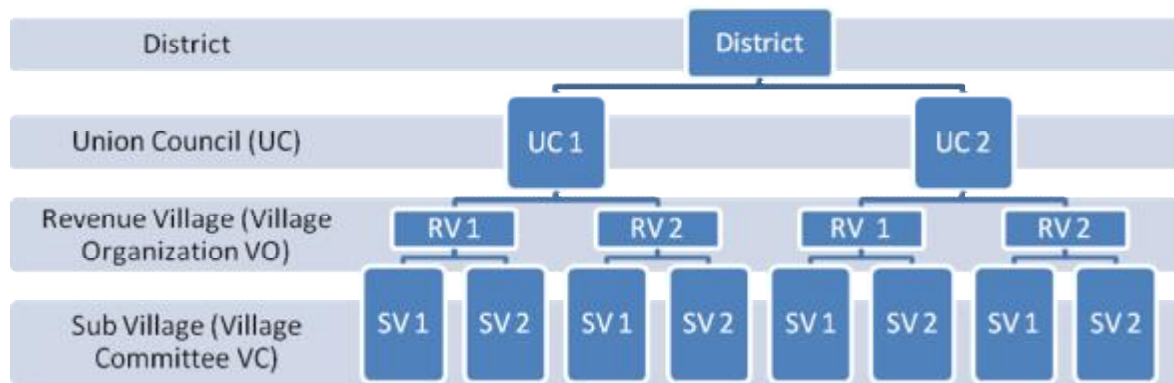
The DRR programme involved communities from the inception stage and intended to further strength it up to the end of the programme and beyond. Community members have provided their input and suggestions to the teams at all stages of the programme. They have assisted in mobilizing and providing human and material resources during participatory VCA process and are committed to continue this during mitigation works to be carried out in their specific communities.

IRP actual Implementation plan:

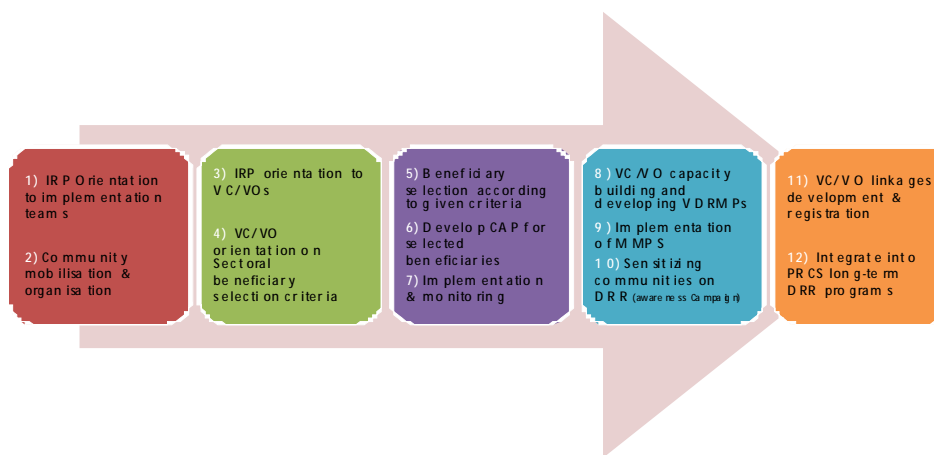


Agreed Structure and Process of VO's and VCs Formation:

As reflected in IRP programme Implementation step 2, after the induction of IRP staff and their orientation, community mobilization and organization training was organized for each of the province. Following structure was agreed for the formation of VO's and VCs in IRP areas:



IRP Process



The VCs were formed at sub village level, where after mobilization, all villagers agreed on a set number of names (20 - 25). These committees included representatives of different segments of the community, female participation was encouraged and, if not possible, a female-only committee was created to ensure that women opinions and decisions were incorporated and helped to inform the recovery implementation. In actual process the number of committee formation was kept open and no specific number was proposed even for female committees. Five to nine members were selected by the members from the VC as president, vice-president, secretary, information secretary, treasurer and they made up the operational body of that VC. Sub-committees were also set up for different sectors: health, watSan, shelter, etc as needed. All VC meetings and decisions were supposed to be recorded and minutes signed by all members. However, no evidence was shared or observed to support this activity.

The actual plan was to form VO at revenue village level at later stage e.g. in each revenue village if there were six, seven or more sub villages, then each village committee would give its representation in the form of one member or more and that VO would further be registered with local government as a CCB as revenue village are the last known legal entity in the revenue record.

However, for the implementation of IRP programme sectoral activities, the ToP was to be signed with each of the VC clearly stating the role and responsibilities of VC and PRCS towards the completion of IRP activities. In Sindh, files with such documents were found **(Copy of the ToP is annexed)**.

DMOs were the key entry points to communities, supported by community mobilizers; they were responsible for presenting the programme to the community during the programme orientation and supporting the creation of committees at the village level as stated in step 3 of IRP implementation.

In step 5 of the IRP programme implementation, once the beneficiaries list was finalized by the PRCS-IFRC sectoral field teams, community action plans were jointly prepared with the involvement of VCs and PRCS-IFRC sectoral teams in order to have the integration in the recovery programme. This actual planned activity could not be implemented due to various reasons narrated in paragraphs below. In order to have a real integration, community action planning was done, but that didn't happen due to high engagements with different activities, as some were running ahead and some were behind. It was observed that field staff remain focused on completion of activities and irregular follow up by the concerned persons resulted in this situation.

Community Mobilization process in Sindh

The majority of community mobilization steps were followed in Sindh in comparison to the other two provinces. The community mobilizers were recruited and trained accordingly. Only one female community mobilizer was hired and this female member of the review team was able to effectively conduct meetings with women in the area and get their feedback about the process. However, an exclusive female committee could not form. Although the female community mobilizer conducted separate meetings with the women but suggestions of women were overlooked by the male members. The involvement of community women remains minimal and the maximum number of sectoral interventions was led by the men.

The formation of VCs took around three days to two months. Initially large community meetings were organized where sectoral heads introduced their interventions. After two to three meetings, communities were encouraged to form VCs comprising around 25 persons. The field staff guided communities about the minimum number of members for formation of a committee and also facilitated them in the selection of executive body members. The communities were also asked to elect representatives for an executive body comprising around 5 - 7 members. The field staff explained possible criteria like local resident, enjoy confidence of majority, representation from different groups, ready to spare time etc. for electing executive body members. The field staff also put effort to ensure that a general code of conduct was maintained during this process. They tried to keep the process transparent, participatory and acceptable to the community at large.



In certain cases existing in-active committees were re-activated. The ToP's were also signed between the executive body of VCs and PRCS. The elected executive body was also provided orientation on sectoral criteria for identification of possible beneficiaries. The list of potential

beneficiaries was submitted to PRCS for cross-checking. Once lists were verified, sectoral interventions were initiated in the villages. The VCs facilitated the PRCS staff to ensure proper utilization of provided support. Disaster Risk Reduction orientation was also organized and in few cases certain infrastructure projects was also implemented. It is important to note that implementation of DRR activities was planned in last under IRP. It took almost over 12-months that DRR activities were started after the formation of VCs. It was found out that executive body structure and selection criteria fits into existing social setup. This also resulted in creating a bond among different groups and provided a platform to openly discuss their issues. The villagers adopted these structures conveniently and at times make good use of it especially for discussing issues related to floods. It may be noted here that the staff recruitment was not according to the given timeframe and thus affected overall progress and targets were revised accordingly.

The whole process contributed positively towards image building of PRCS in respective communities. Presently PRCS is enjoying confidence of communities. The CM process has empowered the communities, enhanced sense of responsibilities and knowledge base and skill also increased under sectoral interventions. The project staff shared that due to VCs the need to interact with the individual beneficiaries was reduced. The VCs helped PRCS staff in regular follow up for timely implementation and completion of activities. A beneficiary expressed his feelings that, “NGO’s should remain in the area forever; there support played a vital role in our lives.”

The discussion with project staff revealed that literacy rate among female is very low still activities like health services focusing mainly on women & children, installation of hand pumps or developing water sources, construction of latrines etc. with women are possible. They shared that women were more active during the DRR drill. It was established that VCs facilitated in arranging different activities in the field like holding of general meetings, interaction with beneficiaries, visits of representatives of IFRC officials etc. The project staff also expressed their confidence on CM process that the beneficiaries were selected by the VCs. The selection criteria were also explained by VCs and it was clear whether one qualified for the programme. It was noted that SOPs/guidelines developed for community mobilization process were applied in short cut manner in order to complete the activity. It was observed that in certain cases, beneficiaries also contributed in order to bring quality in activities like height of shelter roof increased from 9 ft to 12 ft, also some beneficiaries painted their shelters.

It is also worth mentioning that certain VCs have contacted local authorities on their own and successfully had their problems addressed e.g. construction of school building, electricity for their area especially in certain villages of district Kambar Shahdad Kot etc. This clearly reflects on potential available in these VCs and need for regular follow up. The registration of VCs as CBOs had not been initiated. The sudden closing of activities has resulted in less activities being implemented and still need is there to do more. Documents of VCs having member names, contact details etc. were found properly maintained and filed.

Keeping in view above-mentioned facts in mind, it is obvious that significant time was lost in understanding the IRP approach especially community mobilization. The weak HR systems of PRCS resulted in delay in hiring of trained staff and thus resulted in delay in activities. The cash transferred through post offices under livelihoods could not reach on time due to disbursement issue with the department. The construction of latrines along-with hygiene awareness resulted in creating safe environment. It is worth mentioning that numbers of beneficiaries were enhanced under Livelihoods which also reflects on need of the area as well

as active role played by the VCs in identification of real beneficiaries. However, transformation approach could have been adopted rather sudden closing of activities. The VCs registration process has not been initiated and it was observed that focus of staff was on completion of activities. The formed VCs may be formally handed over to organization working in the area to ensure some kind of sustainability. This could also be made part of SOPs/guidelines as possible option for exit strategy. It becomes more relevant where interventions are for limited duration.

Community Mobilization process in KP:

The community mobilization steps were partially followed in KP in comparison to Punjab. It was found out that committee structures were different from Punjab. Similarly, the beneficiaries' lists were vetted by the government officials also again this was not done in any other province. The community mobilizers were not recruited rather hygiene promoters and other sectoral staff performed these duties. Such decisions were taken by the DMOs in consultation with the provincial PRCS representative. However, sharing and endorsing across board could not confirm. The female community mobilizer was also not filled even knowing the sensitivity of cultural norms of the area which does not allow male interaction with females. As a result no female village committee formed or significant participation of females could have achieved. It may be noted here that the recruitment was again not as per given timeframe and around 20 % non-locals were also hired who could not perform as per expectation. This reflects on weak HR system and one obvious impact was slow progress over the time thus less number of interventions against planned activities. One major obstacle was language due to which smooth interaction with the VCs and members of executive body could not achieve.

The formation of VCs took between nine-days to one month. Initially large community meetings were organized where sectoral heads introduce their interventions. After two to three meetings, communities were encouraged to form VCs comprising around 25 persons. In KP, the field teams formed executive body consisting of 14 members at UC level. The PRCS staff shared the possible criteria for members of executive body. The body was also provided orientation on sectoral criteria for identification of possible beneficiaries. The list of potential beneficiaries was submitted to PRCS and they cross-checked the information. The lists were then submitted to the Deputy Commissioner, for verification. Once lists were verified, sectoral interventions were initiated in the villages. The VCs facilitated the PRCS staff to ensure proper utilization of provided support. However, later on executive body was dissolved due to unwanted interference by the members in all interventions at village level. The DMO took these decisions in consultation with the provincial head of PRCS.

Later on DRR campaign was also organized with the support of VCs and number of infrastructure scheme were also completed with the technical & financial support of IFRC. One scheme was withdrawn due to conflict among community members. The whole process contributed positively towards image building of PRCS in respective communities. Presently PRCS is enjoying confidence of communities as well as district officials. The local administration of Kohistan donated 2.5 *kanal* of land to PRCS and comfortable building has also been constructed on it. The CM process has empowered the communities, enhanced sense of responsibility and knowledge base and skill also increased under sectoral interventions. The project staff shared that due to VCs there was no need to interact directly with the individual beneficiaries in day to day implementation of the programme. The VCs facilitated proactively in implementation and completion of activities. Mr. Shahzada local

resident expressed his feelings that “PRCS and many other NGOs had done very important activities for us but it had made people lazy also. In future disaster, people will be waiting for external assistance and won't be doing anything by their own”

The role of local volunteers must be acknowledged and regular capacity building sessions may also be arranged for them. The project staff also expressed their confidence on CM process that the beneficiaries were selected by the VCs. The selection criteria were also explained by VCs and involvement of local administration make the process transparent and thus no objection was raised. The smooth implementation and successful completion of project activities also indicates towards it.

It was noted that SOPs/guidelines were applied in short cut manner in order to complete the activity. The committee structures were found different from rest of provinces. Similarly, number of executive body members was also found different from remaining provinces. It is also worth mentioning that certain VCs have contacted local authorities on their own to raise issues and successfully had them addressed. Zia Ul Haq, member of VC, shared that “The VC will go beyond PRCS interventions. Recently we noticed traffic in the area is risky for children. We put a request to local administration and they facilitated in installing speed breakers at risky places”. This clearly reflects on potential available in these VCs and need to have regular follow up. The registration of VCs as CBO has not yet initiated. It was found



that interest of staff minimized with the completion of project period. Also no follow up was observed at provincial or national level by PRCS. The field shared that short timeframe for actual implementation of activities has resulted in fewer activities and still need was there to do more. The harsh weather conditions in winter and terrain (mountains in KP which makes it time consuming to reach communities) of the area must be taken into

account while planning activities.

Keeping in view above-mentioned facts in mind, it is obvious that significant time was lost in understanding the IRP approach especially community mobilization. The field staff themselves brought a major change in the process and structure like formation of representative body and later on suspending it due its role, at revenue village level especially in District Shangla. The actual plan was to register these VOs as CBOs; however, it could not happen during the project duration. There is a need that the formed VCs may be formally handed over to organization working in the area to ensure some kind of sustainability.

Community Mobilization process in Punjab:

The community mobilization steps were followed partially like field staff not only explained the criteria but also get involved in committee formation, selection of executive body members, in Punjab in comparison to other provinces. Only male community mobilizers were recruited due to unknown reasons. The formation of female village committee was very much possible if female community mobilizer hired for this purpose. It may be noted here that the recruitment was not as per given timeframe and persons without required experience were also hired which resulted in irregularities in formation of VCs and list of possible beneficiaries.

The formation of VCs took around one month. Initially large community meetings were organized where sectoral heads introduce their interventions. After two to three meetings, of communities were encouraged to form VCs comprising around 25 persons. The communities were also asked to elect three (3) representatives for the executive body. It was reported that field staff went beyond their roles and proactively participated in election of members of executive body. The elected executive body was also provided orientation on sectoral criteria for identification of possible beneficiaries. The possible list of beneficiaries was submitted to PRCS and to cross-check the information. However, it was found out that the members of executive body extend their personal favors and included beneficiaries name who do not meet the criteria even. The identification of few cases created doubts about whole process and certain members of executive body tried to pressurize for approval of submitted beneficiaries list.

In January 2012 the Punjab Provincial Branch was confronted with court cases and their bank accounts were temporarily blocked. In consultation between PRCS Provincial Branch Governance, NHQ and IFRC, it was decided to handover the implementation of the IRP to the PRCS NHQ. PRCS NHQ established its office in the field and became operational in March. On starting its activities it revealed the above issues and non-conformation of some staff to the SOP's. Following an investigation by the senior management of the NHQ and Punjab Branch in the field, it was decided in cooperation with IFRC to abolish the formed VCs and executive body and the existing list of beneficiaries was re-verified. Due to security reasons in due time Layyah was excluded completely. .

The whole process contributed negatively towards image of PRCS in respective communities. The CM process could not follow in this case and direct interventions were initiated after re-verification of beneficiaries. The project staff has to interact with individual beneficiary as VCs were abolished. The staff put an extra effort in order to complete the initiated activities in the field.

The role of local volunteers must be acknowledged and regular capacity building sessions may also be arranged for them. It was noted that SOPs/guidelines were applied in short cut manner in order to complete the activity. The involvement and interference of field staff in committee formation, selection of executive body members have badly affected the implementation of activities and later on suspension for certain duration. The short timeframe for actual implementation of activities has resulted in less number of activities and thus still need is there to do more.

Keeping in view above-mentioned facts in mind, it is obvious that significant time was lost in understanding the IRP approach especially community mobilization. There are many lessons for PRCS in failing to manage the interventions in Punjab like strengthening of HR systems, asking support where required, proactively sharing the field issues with partner/donor organization for timely decisions and maintaining smooth communication at all levels. The formed VCs may be re-formed and formally handed over to organization working in the area to ensure some kind of sustainability. A staff member shared remarks of community member that “We pray for you otherwise we could not construct shelters even in next 5-10 years.”

Efficacy of Community Mobilization component under IRP

The data collection was done through a questionnaire and interviews of certain representatives of PRCS and IFRC were conducted for this purpose. The table given below reflects the overall scores given by six key informants on different aspects of CM. The

analysis reflects that majority agrees that PRCS capacity has enhanced under IRP. There are concerns about sustainability of VCs once PRCS exits the area.

S. NO	Parameters	Score
1.	CM strategy complimented to the existing social structures	13
2.	Staff understanding of CM	12
3.	Staff training on CM	15
4.	Staff applied flexibility while practicing CM	14
5.	Staffing was appropriate for CM	11
6.	CM ensured the effective community participation	13
7.	VCs have understood the CM approach	11
8.	VCs will sustain once PRCS exits	9
9.	PRCS capacity enhanced under IRP	16

Main Findings:

- ✓ The given community mobilization process was followed in Sindh in comparison to other provinces. In certain cases, field staff shared that provincial level consultations were made before any changes in the process. However, they informed that not aware about any communication at the national level or approval process for such changes.
- ✓ The given community mobilization process could not cater the social and cultural needs of different provinces. The female community mobilizer was recruited in case of Sindh only and that too could not ensure active female participation. The gender aspect was not addressed properly under the given process.
- ✓ The capacity of communities has enhanced and in certain cases VCs actively performed their roles in beneficiary identification and for smooth implementation of activities. However, there is need to initiate significant steps for the sustainability of VCs/VO.
- ✓ Communities are still awaiting interventions as significant number of families could not benefit due to certain reasons like slow pace of activities, delays in relevant staff hiring, understanding of integrated approach etc. The majority belong to those registered persons who were also found eligible but did not get any benefit due to above-mentioned reasons.

- ✓ The Capacity of PRCS has enhanced many folds especially in terms of community mobilization process. The learning is based on doing and by practicing the approach the understanding has enhanced. However, majority of staff has left with the end of project period. There is recognition of work in communities and it was observed that PRCS is enjoying their confidence.

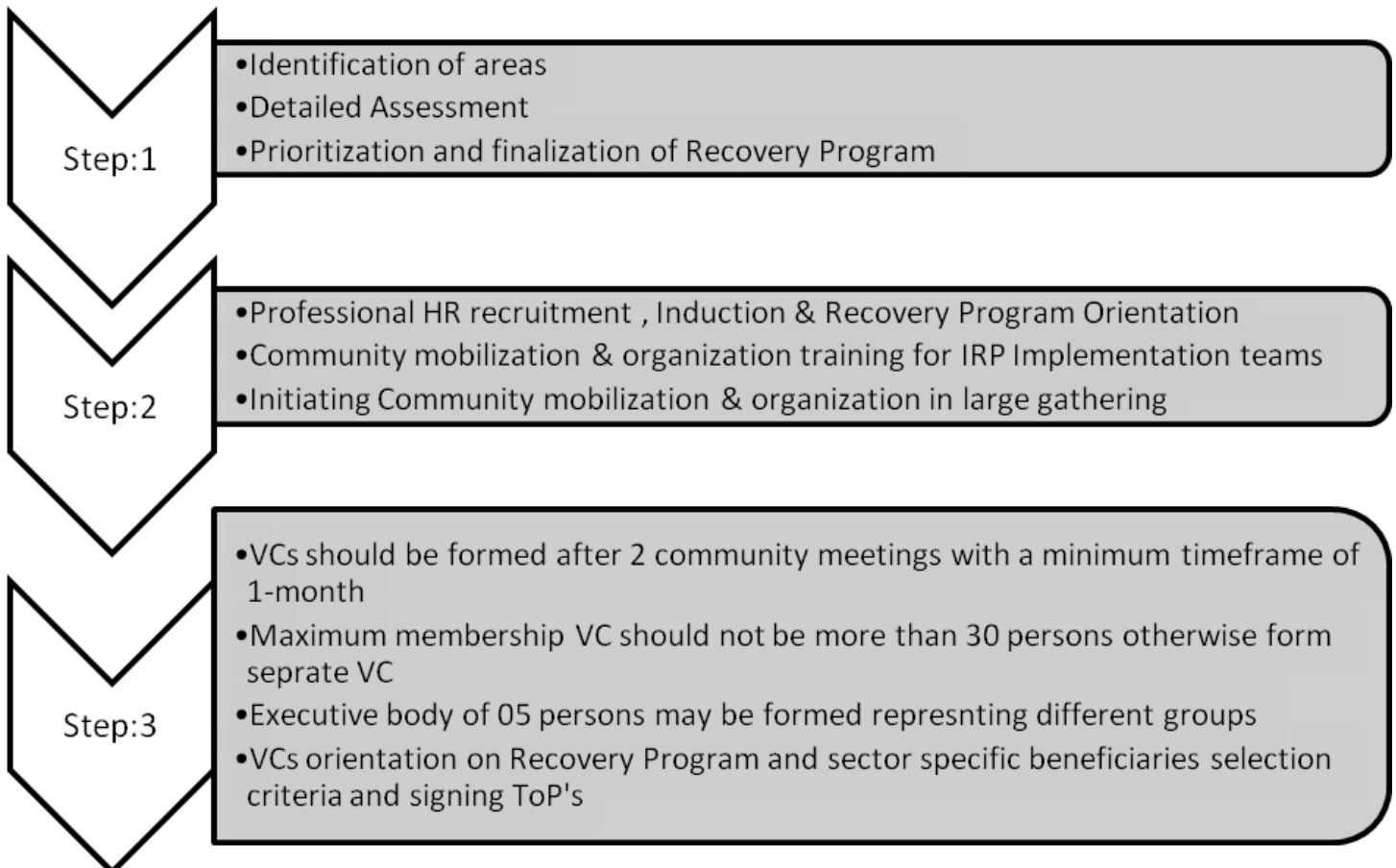
- ✓ In Punjab, staff involvement in election of executive body members resulted in irregularities in beneficiary identification. The delayed actions and mismanagement of situation by provincial PRCS office forced suspension of field activities. Later on it was mutually agreed to undertake limited activities under direct supervision of national head quarter at Islamabad.

Proposed steps to Community Mobilization

The steps given below are proposed to make the Community Mobilization process meaningful. It reflects on basic steps required for mobilizing the communities with certain pre-requisites. These could be modified as per requirement; however, if followed in professional manner could result in active and efficient group formation. This is also recommended to make community mobilization approach regular component under Disaster Management unit. All activities should be carried out by using this approach and take community mobilizers as regular staff in the field. It is also suggested to have at-least one local team (both female & male) in each District.

It is important to define timeframes for certain steps in order to bring standardization in the process. At the same time, flexibility may also be given to field teams to amend/apply few things according to the ground realities.

In order to improve the effectiveness of process, following steps are suggested:



Step:4

- Sector specific beneficiaries lists by the VCs within 10-days after signing of ToP
- Verification of beneficiaries lists by sectoral heads within 2-weeks
- Finalization of beneficiaries lists & approval from PRCS Branch

Step:5

- Organizing capacity building sessions for executive body on leadership development, record keeping, financial management etc. spread over project period
- Community action planning with executive body members by community mobilizer
- Sharing & endorsement of plans by community at large with defined roles & responsibilities

Step:6

- Implementation according to beneficiaries lists & agreed community action plan
- Regular participatory monitoring (members of executive body, community & PRCS staff) and each report must be endorsed by all participants

Step:7

- Community Mobilizer must initiate registration process before 6-months of project end period
- Registration should be completed with project period duration
- Registered CBO should be linked with the relevant departments and other civil society organizations in the area

Conclusion:

It may be concluded here that overall Community Mobilization process produced mix results. The success rate in Sindh was found high in comparison to other provinces. The laid down process was not fully implemented and also changes were made without any approval by field teams. The understanding of new approach i.e. IRP, was limited and recruitment of professional staff was not done in timely manner especially Community Mobilizers. More professional working relationship especially under HR, Administrative and Programmatic functions is required between IFRC and PRCS for successful completion of programmes in future. The timely involvement and decentralization of certain authorities to field staff could produce better results and smooth implementation of activities. Briefings and staff orientation about project activities at initial stage could be one possible activity in this regard. Similarly, management of project activities should be done locally with certain decision making powers as well as making them responsible. There is a need to continue activities in same areas for certain duration in order to build on whatever has been achieved especially for maturity and sustainability of VCs. During FGD with women in Punjab, there was demand for construction of more latrines as the few constructed did not fulfill the requirement.

Way Forward:

- Ø A comprehensive “Community Mobilization” handbook may be prepared which act as guiding tool for the field staff. The handbook should reflect on the process with minimum timeframe and milestones. It should meet the social and cultural diversity needs of the area.
- Ø Enhance PRCS capacity in “integrated approach” especially in Community Mobilization for future activities. At the same time provide PRCS staff on job training in HR, Procurement, Logistics, and Finance etc. The main thematic areas like disaster response, livelihoods, wash should also be focused.
- Ø Long term (minimum five years) programmes may be developed in order to bring tangible change in the deserving communities as well as sustainability in recovery programmes.

Annexes:

Terms of References (TORs) Integrated Recovery Program (IRP) “Review of the community organization process and structure”

1. Summary

1.1 Purpose: The Review aims to determine the impact and appropriateness of the Community Organization process and structure under the Disaster Risk Reduction DRR component of the Integrated Recovery Program (IRP) in Pakistan by a local consultant having understanding of the local context.

1.2 Audience: PRCS, IFRC

1.3 Commissioners: The International Federation of Red Cross and Red Crescent Societies Pakistan Delegation

1.4 Reports: DRM Coordinator

1.5 Duration: 3 weeks

1.6 Timeframe: March/April 2013

1.7 Location: Sindh (Shikarpur & KSK), Punjab (Muzaffargarh) and KP (Kohistan & Shangla)

2. Background

In 2010 Pakistan encountered the most devastating flooding in the country's history. PRCS/IFRC supported at least 227,028 families (1,589,196 people) across five provinces with various interventions during the relief and early recovery phase. Currently the recovery phase is being implemented under the Integrated Recovery Programme (IRP) in six flood-affected districts in KP, Punjab and Sindh provinces. These districts includes; Shangla and Kohistan (Khyber Pakhtunkwa), Muzaffargarh and Layyah (Punjab), Shikarpur and Kambar Shahdad Kot (Sindh). The IRP focused on recovery support approaches, contributing to building longer term community resilience of flood affected vulnerable communities. Key components of community resilience building include: community mobilization & organization, capacity building of community organizations, developing Village Disaster Risk Management Plans (VDRMPs), raising awareness, and undertaking practical measures to protect community infrastructure from locally prevalent hazards.

The key interventions by the DRR component of IRP are as under:

I. Community Mobilization in identified villages selected through Vulnerability and Capacity Assessment VCA process and formation of Village Committees (VCs) and Village Organizations (VOs).

II. Village Committees orientation on Integrated Recovery Programme and sharing of sectoral Beneficiary Selection Criteria with VCs for beneficiaries' selection.

III. Signing of Terms of Partnership (ToP's) between VCs and PRCS district branch.

IV. Compilation of beneficiaries list by VCs following sector specific beneficiary selection criteria.

- V. Submission of beneficiaries lists to the PRCS district team.
- VI. Verification and finalization of beneficiaries list by PRCS-IFRC sectoral programme officials.
- VII. Implementation of IRP according to agreed plan of action and approved beneficiaries' lists.
- VIII. Capacity building of VCs on community based Disaster Risk Reduction, Project Management, record keeping and finance handling.
- IX. Raising disaster preparedness and risk reduction awareness in communities.
- X. Support VCs in developing Village Disaster Response and Management Plans (VDRMPs) and identification of Micro Mitigation Projects (MMPs).
- XI. Technical feasibility study of MMPs and development of project proposals.
- XII. Implementation of MMP's in coordination with local government, relevant line department and PRCS branch.

3. Purpose and Scope

3.1 Purpose: The review aims to give an account on the process used for community organization and structure adopted for Village Committees formation.

3.2 Scope: The review will focus on the processes and structure used for the community organization and village committee formation only.

4. Review objectives and criteria

4.1 Review Objectives:

- Analyze the application of the community organization process and structure.
- Determine the effectiveness of the community organization process undertaken for the establishment of village committees in targeted communities.
- Measure effectiveness of community organization structure for the implementation of IRP sectoral interventions.

4.2 Review criteria: IFRC evaluation framework will be used to guide this review, focusing on five key criteria

Relevance; to what extent “community organization and VC structure” is suited to the target group and relevant to the future program needs.

Appropriateness; to what degree “the community organization process and structure” was tailored to local needs and context.

Effectiveness; to what level “the community organization process and structure” has been able to achieve the intended results.

Coherence; to what extent “the community organization process and structure” is coherent to the local context and local government CBO and CCB systems.

Impact; what impact did the community organization intervention have on the wider community.

5. Methodology

The following methodology will be used for data collection and analysis;

Review of key documents and records including:

- IRP logical framework and plan of action

- Pakistan Monsoon Flood Appeals, 2 year progress report and latest operational update

- IRP Mid-Term Review

- IRP Inter-sectoral Baseline report (*Sept 2011*)

- Latrine and water supply system designs

- Pakistan Earthquake 2005 and Floods 2011 final reports

- IFRC water and sanitation Policy (2003)

- Monitoring and field visit reports, programme and progress data and documents.

Interviews and focus groups discussion with key informants including:

- PRCS/ IFRC program team at NHQ

- PRCS branches PHQ & Districts

- Beneficiaries in target areas by

- VCs members

- IFRC field Office.

Observation from field visits to project sites

6. Review Output

The main output of this review is the consolidation of the findings and recommendations produced in the form of a report. The report format will include an executive summary, detailed summary of findings and annexes.

7. Proposed Timeline S#	Key Review Activities	Timeline
1	Desk Review and development of methodology	18 to 24 March 2013
2	Briefing to PRCS IFRC technical team	25-26 March 2013
3	Data collection and analysis	28 March – 14 April 2013
4	Presentation to PRCS IFRC technical team	15-16 April 2013
5	Draft report	20 April 2013
6	Final report	25 April 2013

FGD Guidelines for session with Project staff

FGD Facilitator _____;

Venue _____; **District** _____; **Date** _____;

Participants: Male _____; **Female** _____; **Total** _____;

–
Introduction: Facilitators' introduction, sharing of objectives, assuring confidentiality of information to participants, brief introduction of participants.

1. Response to Disaster

- What month and year did the disaster (specifically floods 2010 Onwards) happened?
- What were community's immediate needs?
- After how many days and what did PRCS responded?

2. Need identification/Process of Community Mobilization

- What types of social structures (formal/informal) were existed before floods 2010?
- What approach/general method did the PRCS used to identify the needy beneficiaries?
- What were the steps of the process?
- Can you name or describe the committee.
- What was the make-up (composition) of the members of the community organizations?
- How were they formed/selected) by the community and how much time did it take?
- What was the role and extent of involvement of the PRCS field staff in the process of community formation (mobilization)?
- Did they capacitate in community formation and how? – Trainings, field visits, Coordination etc.
- Are you satisfied with the extent that they fulfilled this role? If no, why not?

3. Role of Field staff

- What did you do to facilitate beneficiaries for different activities?
- What did you do to address the needs of the vulnerable, disadvantaged and disabled beneficiaries for different activities?
- Was any beneficiary disadvantaged by the process adopted? If yes, why?
- Did you receive training in the use and implementation of standards by the PRCS?
- Were you consulted by the PRCS regarding applicability of these standards by the community?

- How often you consulted the communities and how?
- How often you meet with the Committee and by whom?
- How often you did monitoring (follow up of on-going activities) of the IRP interventions?

4. Transparency & Accountability

- What types of complaints were made by the beneficiaries/VC's?
- How you resolved the complaints?
- Were there any conflicts at the community level?
- How were they resolved?
- What was the major positive impact of the CM intervention at household/village/community? Give details
- What was the negative impact (if any)? Give details
- What impacts (immediate change) did the CM intervention have on the community? List negative and positive effects

5. Sustainability issues

- Do you think the local Committees will continue? Why or why not?
- What has been the impact of the Committees? List favourable /unfavourable effects.
- Do you think the capacity of the community to address their own needs has increased or decreased? In what way?
- How could the PRCS improve it?
- Was any linkage made with social welfare agencies of the district Government? If so, was any vulnerable beneficiary transferred to government social welfare schemes?

6. Gender

- Did the interventions created equal opportunities for both women & men to participate in the assessment, design, implementation and monitoring of project activities? If not, how you think it could be improved?
- What was usual team composition of the field teams?
- Did the field staff take pictures of you/your children with your permission?

FGD Guidelines for session with beneficiaries & VC members

Village _____; Union Council _____; District _____;

FGD Facilitator _____; Venue _____; Date _____;

ParticPRCSants: Male _____; Female _____; Total _____;

ParticPRCSant _____
Category _____
(Shelter/Livelihood/VC/Watsan/Health)

—

Introduction: Facilitators' introduction, sharing of objectives, assuring confidentiality of information to particPRCSants, brief introduction of particPRCSants. Discussion on disaster (Floods 2010 onwards), "as an ice breaker" (how/what /when happened)

I. After the Disaster

- What month and year did the disaster (specifically floods 2010 onwards) happened?
- What were community's immediate needs?

II. Response to disaster

- Which organization responded to your community's needs?
- After how many days did they respond and with what?

1. Approach /Process of Community Mobilization

- What types of social structures (formal/informal) were existed before floods 2010?
- What approach/general method did the PRCS use to identify the needy beneficiaries?
- What were the steps of the process?
- Can you name or describe the committee.
- What was the make-up (composition) of the members of the community organizations?
- How were they formed/selected) by the community and how much time did it take?
- What was the role and extent of involvement of the PRCS field staff in the process of community formation (mobilization)?
- Did they capacitate you in community formation and how? – Trainings, field visits, Coordination etc.
- Did they fulfil the support role? If no, why not?

2. Role of Committee members

- As a Committee member, what did you do to facilitate beneficiaries for different activities?
- As a Committee member, what did you do to address the needs of the vulnerable, disadvantaged and disabled beneficiaries for different activities?
- Was any beneficiary disadvantaged by the process adopted? If yes, why?
- As a Committee member, did you receive training in the use and implementation of standards by the PRCS?
- Were you consulted by the RCSP regarding applicability of these standards to your community?
- How often PRCS consulted the communities?
- How often they meet with the Committee?
- How often the PRCS field staffs come to do monitoring of the on-going activities?
- Do you know the purpose of these visits?

3. Transparency & Accountability

- How you find the overall process?
- Did you make a complaint to the PRCS?
- Were these complaints addressed by the PRCS and how? – through the VC, informally etc.
- How you found the process of solving issues?
- Were there any conflicts at the community level?
- How were they resolved? If not, why not?
- What was the major positive impact of the CM intervention on your household/village/community? Give details
- What was the negative impact (if any)? Give details
- What social impacts did the CM intervention have on the community? List negative and positive effects

4. Sustainability issues

- Do you think the local Committees will continue? Why or why not?
- What has been the impact of the Committees? List favourable /unfavourable effects.
- Do you think the capacity of the community to address their own needs has increased or decreased? In what way?
- How could the PRCS improve it?
- Was any linkage made with social welfare agencies of the district Government? If so, was any vulnerable beneficiary transferred to government social welfare schemes?

5. Gender

- Do you feel more independent/ empowered than before/ or more vulnerable than before?

- Did the interventions created equal opportunities for both women & men to participate in the assessment, design, implementation and monitoring of project activities? If not, do you think it could be improved?
- What type of PRCS field staff usually came to visit the community? Men/women?
- Did they respect your customs and culture in their dress and manner?
- Did the field staff take pictures of you /your children with your permission?

Key Informant Interview

I. Introduction by the Facilitator

1. Personal and organizational introduction, assuring about the confidentiality of information
2. Briefing on organizational background, when started, what are the core programs, geographical spread

II. Details about PRCS funded Program

1. How have you come to work in Integrated Recovery Program?
2. Is it for the first time that you have worked in such a program?
3. How much experience have you had in Integrated Recovery interventions before?
4. If your organization had worked in IRP before, how do you compare your previous IRP experience with that of PRCS's IRP?
5. What were your objectives for the program under review?
6. What intervention/ activities were undertaken as part of this IRP? (List all)
7. What was your organization's approach to deliver IRP? Do you think it was effective?
8. What were some of the advantages and disadvantages of your organizations approach?
9. Do you think other approaches could have been more effectively used?

III. Description of process followed for this project: (List all steps major and minor?)

A. Need assessment

1. Was there any need assessment done? If yes, describe how it was done?
2. Were beneficiaries consulted in the process of need assessment? If yes, how and what was their role?

B. Design

1. Who designed the project?
2. Were you consulted before the design of the project?
3. Who decided the interventions (IRP)?
4. How the area was selected? On what basis?
5. Was your organization already working in that specific area?

C. Implementation

1. How was information about the project disseminated in the community?
2. How did you involve the Committees?
3. What was the role of the communities in selection of the beneficiaries? How did you mobilize them?
4. How do you compare mobilizing communities for IRP against community mobilization for other interventions? (was it easier or hard)
5. What criteria did you follow for selection of beneficiaries?
6. What special arrangements did the Community /PRCS make to address the needs of the vulnerable, disadvantaged and disabled beneficiaries?

7. Were there any Complaint Response Mechanism (CRM) formed at organizational level?
8. If yes, describe the process in detail (all stages).
9. How effective was it?

IV. Accountability

1. Did you prepare any standards and performance indicators at any stage?
2. Were all the stakeholders, including staff and beneficiaries, involved in monitoring and revision of standards?
3. Did you devise a capacity building program for your staff in the use and implementation of standards?
4. Did your organization prepare any report on compliance with standards? If yes, was that report shared with all stakeholders?
5. What monitoring mechanism was adopted by PRCS to monitor progress against outcomes and planned activities?
6. What was your monitoring mechanism at community level?
7. Did that mechanism affect/influence your decisions about the program? If yes, how?
8. What major factors were helpful in achievement of project objectives?
9. What were major constraints? And how were they overcome?
10. To what extent has the program meaningfully targeted the vulnerable and poor.
11. Did you see any impact of IRP?
12. What was the major positive impact? Give details
13. What was the negative impact (if any)? Give details

V. Sustainability

1. What were the lessons learnt for provision of similar assistance in future operations?
2. How do you plan to continue these activities after PRCS funding is finished?
3. Do you think these activities will sustain?
4. Do you think PRCS will continue their relationship with these communities, if yes how?

VI. Risks & conflict – in accountability

1. Was there any conflict during the implementation of activities in the whole project?
2. How you resolved conflict at community level & if not why?

VII. Gender

1. How did you ensure equal opportunities for both women & men participation in the IRP project cycle?
2. Were there any security issues of women or men beneficiaries to actively participate in the process?
3. What types of policies do you have under IRP with regard to gender:
 - a. gender mainstreaming (Both for women & men),
 - b. gender sensitivity training (Both for women & men)
 - c. Specific gender targeting (Both for women & men)

VIII. Miscellaneous

1. What support did PRCS provided you in development, design, implementation and M&E of IRP?
2. How were linkages developed with other actors in development/disaster management?
3. Were there any barriers to undertake planned activities? How could this be overcome?
4. How did your field staff find the intervention – e.g. was it laborious/ interesting/ a new experience

Table for efficacy of Community Mobilization (CM) component under IRP (give comparative ranking – 1 for lower, 2 for the medium and 3 for Best)

S. NO	Parameters	Lower	Medium	Best
10	CM strategy complimented to the existing social structures			
11	Staff's understanding of CM			
12	Staff's training on CM			
13	Staff applied flexibility while practicing CM			
14	Staffing was appropriate for CM			
15	CM ensured the effective community participation			
16	VC's have understood the CM approach			
17	VC's will sustain once PRCS exits			
18	PRCS capacity enhanced under IRP			
	Total Score			
	Rank (lowest score=top rank and vice versa)			

List of Villages

	District	Union Council	Revenue Villages (sub-villages/hamlets)	Target Households as VCA	Target Population as VCA	WatSan Latrine	Livelihoods beneficiaries reached	DRR	WSS	PHAST	CHAST	PSP	Base	Estimated travel time from base	Estimate travel time within UC
Shangla		Shahpur	Shahpur	912	8,108						Yes	Yes	Besham	3 hours	2 hours between villages
			Karri			40			25						
			Barkana			35	194	1	38						
			Ashar			25		1	25						
			Shoniyal Sar			92									
			Joui Shahpur			11									
			Matta Maidan karai			51									
			Naway Kalay	426	2,982		179								
			Makka Kot					1							
			Nawan Kaley(Tangoo)			86			25						

				48				46
				28				
				42				
				45				
Kuz kana	Chelai	980	7,360		61			
	Tor Dal Garbandi			40			1	25
	Sear			54			1	44
	Sheed			8				
	Kuz kana			86	195			
	Narai				15			
	Serai	700	6,300	68	39			47
	Jesh Noor			28				21
	Bab			80			1	25
	Pakhtoono Chelaie			76			1	49
	Saidano Chelaie			60			1	42
	HanifAbad Borshat			118	57			46
	Sardar Colony			16				25
	Kala gaey			34				

		Shakira			14										
		Shera Amlook			12										
Subtotal			3018	24750	1197	740	0	8	483	0					
Kohistan	Thoti	Thoti Cum Usheel	340	7,140							Yes	Yes	Besham	4 hours	2 hours between villages
		Thothi			128	119			32						
		Eleel	253	5,300	126	77			25						
		Nutbel cum Saleech	76	1,526											
		Kotgal	95	2,200	54	39		1	28						
		Natbail			36	22			27						
		Usheel			87	22			24						
		Saleech			37	15		1	25						
	Gushali	Gushali	180	4,000											
						104									
		Khil/Choka			16			27							
Proper Goshali				40			25								

		Palio Jafery	33	148.5		17	17	36											
		Old Zarkhail	85	382.5		9	9	31											
		Pir Bux Wandh	105	472.5		39	39	69											
		Mali Daro	50	225		50	50	34											
	Rahimabad	Nazirabad	182	437	25	10	37	62		3	51					Larkana	3 hours	Max travelling time 2-3 hours between villages.	1 day
		K B Ullah Bux	586	1,473	82	107	185	131		7	152	30							
		Qamaruddin Pahore	132	712	49	13	101	45		4	101								
		Mir Muhammad Pahore	50	277	12		15	25		2	47								
		Younisabad	34	153				15											
		sharbat pahore	136	703				28											
		Muhummad Pahore						33											
		saeedo koree	128	617				30											
		kowat pahore						21											
		ghoro pahore	181	941				84											
		Muhammad Hashim Kalhoro	239	1074				33											
		awal jat / luqman pahore	143	722				60				20							
		soomer khan pahore						41											

		gagoo khan pahore	83	393				26										
		gul sher pahore	61	322				6										
		moh.murad pahore	89	433				36										
		mohammad hashim pahore	239	1075.5				41										
		pir bux pahore	50	239				28										
	Subtotal		2,844	11,947	177	270	487	954	0	19	448	70						
K.S Kot	Gaji Khuhawar	Gaji Khuhawar	1558	8611	194	98	185	153		1	210	56	Yes	Larkana	3 hours	Max 2-3 hours between villages	2 days	
		Dero Brohi	52	257	0	49	49	29		1	50							
		Sultan Khan Jatoi	115	654	6	47	58	29			66							
		Muhammad Ali Brohi	77	463	0	57	59	26		3	45							
		Abdul Ghani Chandio	49	258		19	19	26										
		Bhan	185	753		114	114	127										
		Mai Shahul	137	758		51	51	93										
		Jandahi	145	775		101	101	83										
		Abbas Ali Laar	340	1870		129	129	149				20						
		Murad Bhatti	220	1210		130	130	104										
Qubo saeed Khan	Kot Shah Baig	197	1040	60	49	112	21		1	4	97	50						

			Syed Mohalla	184	1,114	46	41	42	61	1(11)		133					
			Muhd Ameen Brohi	246	1,219	27	96	139	56	1(9)	3	105	32				
			Shekhar Din Brohi	53	306	0	13	16	11	1(9)		40					
			Haji Arz Muhammad barohi	40	175		18	18	29								
			M. Ghulam Mustafa Magsi	118	590			44									
			meer ali jan magsi						66								
			M. Soomer Khan Khoso	70	314		18	18	61								
			Shafi Muhammad Barohi	18	90		17	17	52								
			Khadim Hussain barohi	39	195		19	19									
			Mir Gul Hassan Mughari	58	290		14	15									
			Mir Hassan Magsi	44	220		25	33									
			Sir ghulam Hassan Magsi	30	150		10	13									
			Mir Karam Khan Brohi	182	1036		9	9	75								
			Misri Khan Magsi	13	65		7	7									
			Raees Ali mardan magsi	70	334				18								
			faqeer mohammad khoso						31								

			mir aijaz ahmed brohi	50	301				32									
			Ghulam rasool magsi	80	417				50									
			Mukhtiar Mughari	17	85		6	6										
		Subtotal		4,387	23,550	333	1,137	1,403	1,382	2	11	746	158					
	Total			7,231	35,497	510	1,407	1,890	2,336	2	30	1,194	228	0	0	0	0	0