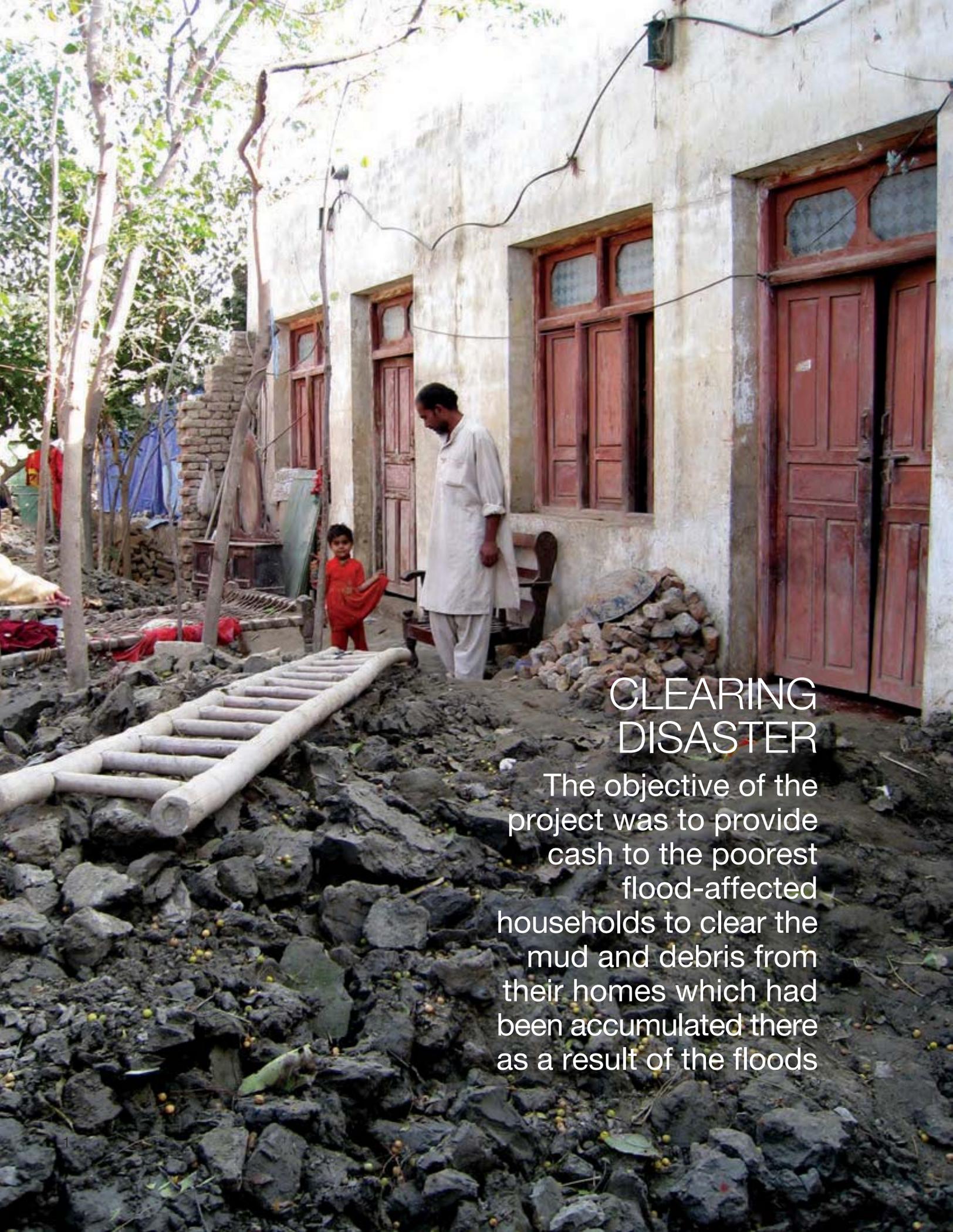




# SUMMARY OF THE CASH FOR WORK PROJECT

FOR REMOVING MUD AND DEBRIS FROM FLOOD AFFECTED VILLAGES IN CHARSAJDA  
DISTRICT, KHYBER PAKHTUNKHWA THROUGH LOCAL SUPPORT ORGANISATIONS



## CLEARING DISASTER

The objective of the project was to provide cash to the poorest flood-affected households to clear the mud and debris from their homes which had been accumulated there as a result of the floods

## Introduction

Pakistan faced unprecedented Monsoon rains in July of 2010 and as a result, every province in the country faced horrendous floods which not only took lives but also brought immense damage to people's homes, crops, livestock and basic infrastructure. Donations from people and organisations from the country and beyond managed to provide some relief (in the form of food and non-food items) to the flood-affected communities in the immediate aftermath of the disaster.

In October 2010, after flood water-levels had receded, the Rural Support Programmes Network (RSPN) decided to support its partner the National Rural Support Programme (NRSP) to start a three-month iCash for Work project in three Union Councils (UCs) of District Charsadda; one of the worst affected districts in Khyber Pakhtunkhwa. Using funds from the Department for International Development (DFID), RSPN started the Cash for Work project in UCs Mirza Der, Tarnab and Hisara Yasin Zai. The objective of the project was to provide cash to the poorest flood-affected households to clear the mud and debris from their homes which had been accumulated there as a result of the floods. What has set this project apart is the fact that the implementation of the entire project was carried out by grassroots community organisations i.e. Local Support Organisations (LSOs); from districts Mardan, Malakand and Swabi, i.e. areas adjoining Charsadda which were not flood-affected but where local communities of a similar culture were keen to assist their peers in this time of need. The organised community groups that the RSPs work with have on numerous occasions shown their effectiveness in assisting in relief efforts and in implementing projects. These groups are the first line of action in the face of disaster and are able to quickly bring on board various stakeholders and undertake fast work. The RSP social mobilisation structure consists of three tiers i.e. a small neighbourhood organisation or Community Organisation (CO) commonly of 15-20 households that undertakes micro-level activities such as savings, credit and skills training. The COs in a particular village are then clustered or federated to form a village level body or a Village Organisation (VO), which undertakes village level work e.g.



Aftermath of the flood

infrastructure. These then can federate at the UC level into a Local Support Organisation (LSO) which is able to engage at a higher level with government and other stake-holders, for broader and higher level development activities. Perhaps more significant is the fact that once federated and once their energies are pooled at this level, there are countless activities that people are able to undertake through their own initiative and resources. Hence, the LSO is a social power tool at that level and can be leveraged to undertake local level miracles with local people.

Three LSOs were each given the task of carrying out the project in the UCs of Mirza Der, Tarnab and Hisara Yasin Zai. These LSOs were LSO Kot Maina from UC Kot Maina in District Malakand, LSO Sharik Jund from UC Fatima in District Mardan and LSO Parwaz from UC Dagai in District Swabi. RSPN and NRSP carried out dialogues with the LSO members in order to design the project. Each LSO selected which people would be members of the Project Committee, the Purchase Committee and the Audit Committee of this project.

## The Cash for Work Project

The project began with the LSOs carrying out a series of dialogues in their given project UCs in Charsadda. These were done at the village level to inform the flood victims about the project and its objectives and to dialogue and agree on a mechanism of implementation.

The LSOs next did a survey of their project UCs to determine which villages had been most affected resulting in 13 revenue villages being selected. The LSOs carried out a door-to-door survey of the households in those villages in order to identify which flood-affected households were the poorest (using the Poverty Scorecard). The LSOs made Village Committees in all these villages which consisted of local notables to ensure that the entire process was carried out in a transparent and consultative manner. The LSOs' Purchase Committees purchased debris-removing tools such as shovels; pickaxes and wheelbarrows while the Village Committees of the affected villages helped the LSOs to hire locals to be supervisors (each supervisor covering 20 - 25 households) so that they could monitor the work on a daily basis. The Village Committees and supervisors also helped the LSO in setting the number of days it would take a household to clean their houses; all in consultation with each target household. Each household was paid a daily wage of Rs. 250; an amount was

decided upon with the Village Committees and households because it was the generally accepted daily wage rate in all three UCs. In addition to this, the project also emphasised the need to give priority to poor, women-headed households and households with physically and mentally challenged members where they would be provided with labour if they were not able to do the work themselves. The LSOs would record these details of each target household, i.e. how many days of labour would take place and the amount of money provided for labour in their registers as well as giving a copy of the details to the household itself on a chit. In addition to this, the LSO would also take a picture of the house in its present state in order to ensure that houses were truly cleaned (by comparing them with an 'after' picture which would be taken upon completion of the work).

Payments to target households were calculated by tallying up both the register records and the chits which would then be recorded into a muster-roll. Payments were made on a prescribed day of each week at a central location in each village. Women-headed households would be provided with their payment at their doorstep to address 'purdah' constraints and ensure that the money was given to the women directly. The Cash for Work project has resulted in the following achievements as captured in Table 1

Achievements		Table 1		
Output	Target	Achievement	Variance	Variance %
Total Houses Cleaned	2,250	4,268	2,018	190
Women-Headed Houses	225	360	135	160
Men-Headed Houses Cleaned	2,025	3,908	1,883	160
Total Streets Cleaned	0*	68	68	-
Total Communal Buildings Cleaned, including Schools	0*	∴	∴	-
Total Work Days	18,000	18,000	0	100
Women Work Days	2,500	2,368	132	95
Men Work Days	15,500	15,632	132	101
Total Cash Paid (Rs.)	4,500,000	4,500,000	0	100
Cash Paid to Women (Rs.)	500,000	592,000	92,000	118
Cash Paid to Men (Rs.)	4,000,000	3,908,000	92,000	98
Total Project Budget Utilisation (Rs.)	5,085,000	4,928,325	156,675	97

\*The project was aimed at cleaning houses only; however, because of the efficiency of the LSOs, they were also able to clean public areas such as streets, drains and buildings

## Benefits of Implementation by LSOs

The project demonstrated numerous advantages of projects implemented by organised grassroots communities, such as:

1. **Low Cost:** As Table 1 shows money was saved even though additional areas such as streets, drains and communal buildings were also cleaned;
2. **Speed:** The project was achieved within the given timeframe of three months;
3. **Transparency:** The project was successful due to the fact that it was carried out with the consultation and participation of local communities. The LSOs made a conscious effort to ensure that each step of the project was transparent, for example:
  - a) Purchase of tools and equipment was carried out in a competitive manner by comparing quotations from three separate bidders and awarding the contract to the lowest bidder.
  - b) Tools were recorded in Stock Registers in each LSO.
  - c) The LSOs opened up separate bank accounts specifically for the project.
  - d) All financial documents were internally audited by their Audit Committees.
  - e) Payments of wages were all made at known public places and in visible view of all people.
  - f) Payments were only made after crosschecking the entries in Registers with the chits issued to individual target households.
  - g) At the end of the project, each LSO reported exact amounts of savings to RSPN, asking about what should be done with it. The LSOs have requested that the saving should be used for the creation of a Disaster Management Fund in each of the three LSOs.
4. **Acceptability:** Since the implementation was carried out entirely by the LSOs the communities were more accepting of their help and consequently provided them with more assistance as compared to projects which were implemented by 'external' organisations.
5. **Security:** The project fortunately did not face any security threats (which are common to NGOs working in Khyber Pakhtunkhwa) because of the fact that it was implemented by local community groups.
6. **Efficiency:** The project was in most cases able to exceed targets because the implementers of the project, i.e. LSOs, were community members themselves and from the surrounding areas. They were already knowledgeable in terms of cultural sensitivities, cost of tools in the local market, time required to clear debris and local daily-wage rates; something which non-locals would not be aware of.
7. **Awareness:** As a result of the LSOs' dedication, skills and hard work they have been able to present a picture of what an organised, self-reliant, confident and able community can do. The communities in the target UCs had not been organised under the Social Mobilisation approach because so far no RSP has worked there but having seen how members of organized communities work, they have asked the LSOs to mentor them in Social Mobilisation and in how they can make their own organisations. The LSOs have already started forming Community Organisations (COs) in the affected areas. In other words, the LSOs are now taking on the role of the RSPs in mobilising people.

“ The project was in most cases able to exceed targets because the implementers of the project, i.e. LSOs, were community members themselves and from the surrounding areas.”

Altered States



## Conclusion

With the dedication and sheer hard work of 'organisations of the people', LSOs Kot Maina, Sharik Jund and Parwaz, the Cash for Work project has helped over 4,268 poor people in clearing their houses from mud and debris for which they were provided Rs.4,500,000; at a time when most households had no source of income. From living in neighbourhoods and villages drowned in water and covered in mud to now having clean streets, schools and drains, the people of UCs Mirza Der, Tarnab and Hisara Yasin Zai can now aim to start rebuilding their lives after the devastating floods of 2010.



## COMMUNITY MANPOWER

The project has helped over 4,268 poor people in clearing their houses from mud and debris for which they were provided Rs. 4,500,000, at a time when most households had no source of income

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Every effort has been made to verify the accuracy of the information contained in this study. All the information was deemed to be correct as of February 2011. Nevertheless, the Rural Support Programmes Network (RSPN) cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

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