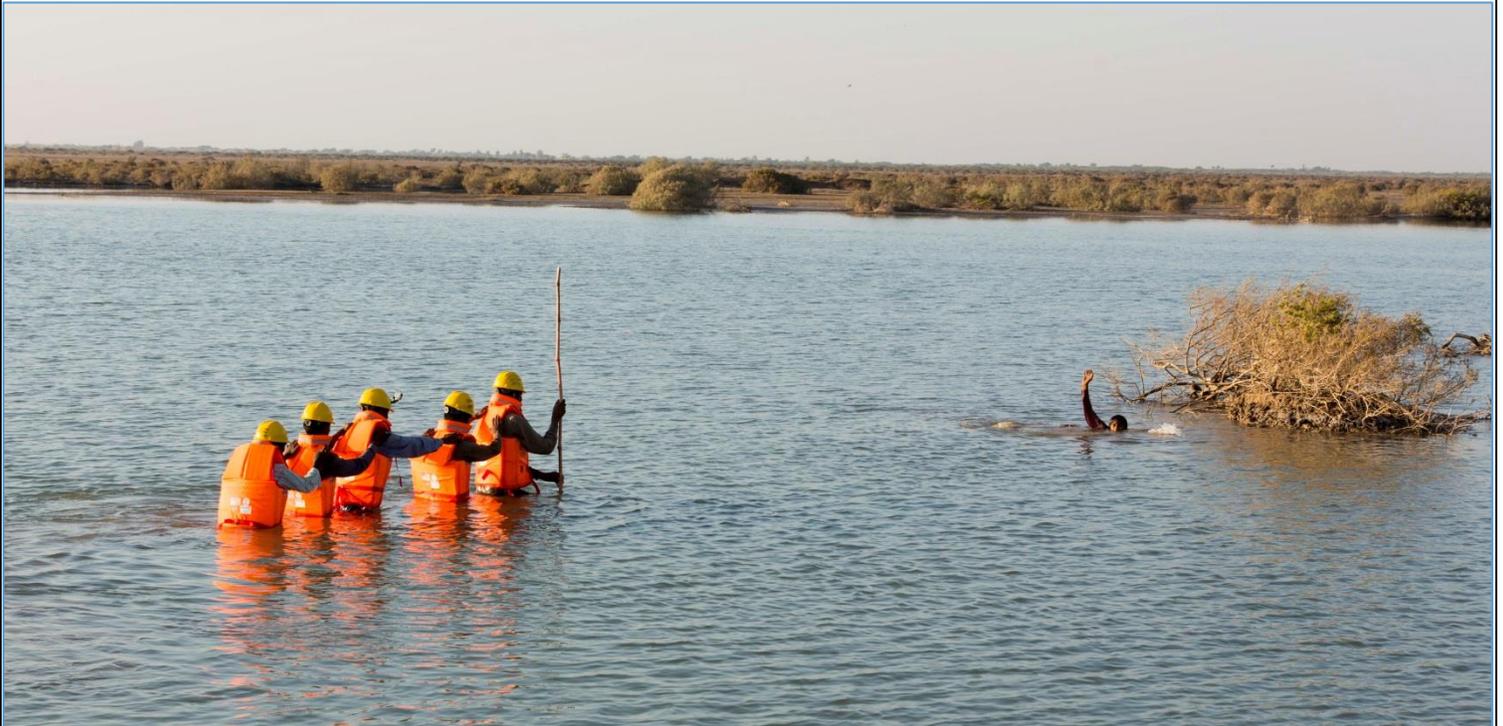




Project Completion Report (PCR) 2014 – 2017



Tahafuz: Building Resilience through Community Based Disaster Risk Management in Sindh Province of Pakistan

Cooperative Agreement No: AID-OFDA-A-14-00002
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National Rural Support Programme



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Acronyms

A&N	Advocacy & Networking
CBDRM	Community Based Disaster Risk Management
CCI	Critical Community Infrastructure
CO	Community Organization
CI	Community Institution
CRP	Community Resource Person
DIU	District Implementation Unit
DRMP	Disaster Risk Management Plan
DRR	Disaster Risk Reduction
DRM&P	Disaster Risk Management & Planning
LSO	Local Support Organization
NDMA	National Disaster Management Authority
NDMC	National Disaster Management Commission
NRSP	National Rural Support Programme
OM&D	Organizational Management & Development
PDMA	Provincial Disaster Management Authority
PDRA	Participatory Disaster Risk Assessment
PMU	Project Management Unit
PSU	Project Support Unit
RSPN	Rural Support Programmes Network
RSP	Rural Support Programmes
TPE	Third Party Evaluation
TRDP	Thardeep Rural Development Programme
ToT	Training of Trainers
UDMC	Union Disaster Management Committees
VDMC	Village Disaster Management Committees
VO	Village Organization

Executive Summary

Over the past few decades or so, our country Pakistan remained under constant hit of natural disasters like floods, cyclones, landslides, palatal movement and earthquake. This adversely affected the already deprived communities and brought huge loss of lives in human and livestock besides damaging croplands and infrastructure. Unfortunately, there existed no proper structure to handle these natural disasters. The situations were handled in a haphazard unorganized manner without any coordination mechanism. This further worsened the situation and affected population went through miserable conditions. This created thinking among policy makers to establish some formal set-up responsible for making strategies and policies for efficiently handling such disasters. In 2010, federal government established National Disaster Management Commission (NDMC), responsible for looking into this situation and develops policies for disaster management. Because of this strategic decision, Disaster Management Authorities were established at national and provincial level.

The unprecedented heavy rains and subsequent floods in 2010-11 created a thinking of raising communities' awareness about these disasters and to develop resilience at household level enabling them to face such disasters in more efficient, systematic and organized manner. Rural Support Programmes Network (RSPN) established a strategic partnership with OFDA/USAID for piloting the Community Based Disaster Risk Management (CBDRM), in four most vulnerable districts of Sindh province. The pilot phase of the project was initiated in four districts namely Thatta, Badin, Tharparkar and Umerkot. RSPN collaborated with National Rural Support Programme (NRSP) as implementing partner for Thatta and Badin districts; similarly Thardeep Rural Development Programme (TRDP) was given responsibility to implement the pilot phase of the project in Tharparkar and Umerkot districts. In pilot phase, five Union Councils (UC) most vulnerable to the natural disasters, each were selected in all four targeted districts. As per official records, these 20 UCs had 232 revenue villages and all these all villages were included in the project. The partner RSPs successfully implemented the planned activities and achieved all set targets and objectives of project's pilot phase. The local communities, district government officials and representatives of provincial disaster management authority appreciated the outputs and outcomes from project's interventions.

After successful completion of phase-I, an independent Third Party Evaluation (TPE) was arranged by OFDA/USAID in order to evaluate the overall performance of the pilot phase of the project. The TPE team, after conducting a detailed survey and having discussions with different stakeholders, strongly recommended for taking the initiative to the scale, and extend the replication of successful pilot initiative to more communities. Therefore, RSPN again approached the OFDA/USAID and presented a proposal for extending the project activities into additional 20 UCs in the already four targeted districts. Then the OFDA/USAID agreed on this and assistance for phase-II was awarded. During this new phase, 228 revenue villages were targeted for carrying out project interventions.

During the project implementation phases, the implementing partners organized communities of targeted villages into Village level Disaster Management Committees (VDMCs) as a first step. These committees

had representation from all settlements from the revenue villages. The field teams ensured equal representation of women in these committees. To keep the process transparent, field team had detailed introductory meetings in all settlements for explaining the whole process and project objectives. During phase-II and its various modifications, the project teams mobilized the communities to form 569 VDMCs in as many revenue villages. These capacitated committees are responsible for raising awareness at settlement level, formation of early warning, search & rescue, evacuation and first-aid systems at their village level. They also arranged awareness sessions at settlements where household members were sensitized about natural disaster management effectively.

At next stage, these VDMCs nominated one woman and one man from each VDMC to represent the village at UC level Disaster Management Committees (UDMCs). These UDMCs are responsible for coordinating with all stakeholders involved one way or other in disaster management. They remain in contact with VDMCs, local administration and other organizations working in their area. During the phase-II and modifications period, the project teams managed to form 57 UDMCs in as many UCs.

After formation of these community based structures, next step is building their capacities with main aim of enabling them to face any natural disaster in more organized and systematic manner. To achieve this objective, different types of capacity building sessions were arranged for different sets of audience at local level. This included five days regular training in CBDRM for the members of VDMCs. These training courses covered all major topics of Disaster Risk Reduction (DRR) and Disaster Risk Management (DRM). During recent project phase-II and its various modifications a total of 3,057 women and 3,083 men community members from 569 VDMCs participated and capacitated in these trainings.

The UDMC members successfully trained on Organizational Management & Development and Advocacy & Networking (OM&D and A&N). A total of 326 women and 312 men members received training under this component.

The other important capacity building programs included training for elected members of Union Councils, government officials and LSO members, school teachers and media personnel. Under these different categories, 691 UC elected members, 325 government officials and Local Support Organization (LSO) members, 621 School teachers and 163 media personnel capacitated on DRR and DRM topics.

After receiving regular training in CBDRM, the members of each VDMC developed Disaster Risk Management Plans (DRMP) for their respective revenue village. These DRMPs included all required information about past disasters, possible risks, resources required for managing risks, mitigation measures to be taken and information about different actors in DRM. During reporting period, the VDMCs developed 569 DRMPs for their villages. In some cases, these plans were integrated into Taluka level contingency plans, which ultimately clustered and became part of district contingency plans. As outcome of these DRMPs communities identified mitigation measures and prioritized one critical scheme for rehabilitation/repair. The project provided technical and financial support for repair/rehabilitation of one critical infrastructure (CCI) in context of DRR. In all 619 CCIs were repaired/rehabilitated during current phase-II and modifications.

Another important input was provision of emergency toolkits (ETKs) to the communities. These kits contained some critical items required for emergency handling of disasters at local level. Initially these were provided to UDMCs but later, on basis of learning and demand from communities, it was provided to individual VDMCs and 228 ETKs were given to 20 UDMCs in initial period and later stage to 3410 VDMCs and 17 UDMC, accordingly.

Community Resource Persons (CRP) was a novel idea where selected members from VDMCs deliver awareness sessions on various aspects of DRR and DRM at settlement/village/goth/Mohallah level. The household members including women and children participate in these sessions and learn about DRR approaches. During this period 1,576 CRPs delivered 25,130 sessions and sensitized 118,420 individuals including 57,794 as women about DRR. The CRPs touch almost all relevant topics, related to DRR. These sessions have proved to be very effective in raising awareness of communities.

For bringing together different stakeholders for discussing issues and sharing experience in DRR, the project adopted different approaches. These included district level workshops where all stakeholders were invited. These events helped in bringing together all organizations at one platform for sharing views. The other such events were District Disaster Risk Reduction Forum (DDRRF). Here all organizations linked one way or the other with DRR sit together. These meetings also help in better coordination among stakeholders and help in avoiding duplication of efforts and resources. As part of the process, members from V/UDMCs were provided opportunity of visiting other districts for experience sharing and learning.

A well-defined monitoring mechanism was established for monitoring field activities and providing immediate feedback for course correction. Monitoring was a continued process and was carried out at all levels. Evaluation and assessment studies were conducted to verify effectiveness of various interventions e.g. Institutional Maturity and Knowledge Retention Assessment. Through dedicated efforts of field teams and support from senior management of RSPN and the implementing partner RSPs, all set targets were timely achieved with technical and institutional support of USAID OFDA. The project has laid down concrete foundation for carrying on this crucially needed approach.

Over a period of almost five years of the project, fruitful benefits of the intervention have been witnessed time and time again. However, in addition to the success factors of the project, the fact cannot be ignored that there are many other vulnerable union councils from within these target districts that also require attention of potential donors to invest in similar interventions for enhancing their capacities and addressing their vulnerabilities as well.

1 Situation Analysis

Over past decade or so, Pakistan has suffered from major natural disasters including earthquakes, landslides, heavy rains, flash floods and riverine floods. The 2005 earthquake caused heavy losses to human and livestock lives besides irreparable damage to property. This disaster caused more than 80,000 deaths across the affected districts of Azad Kashmir and Khyber Pakhtunkhwa. It was followed by 2010-11 unprecedented heavy rains and riverine floods. These also caused heavy damage to human lives and property including livestock and infrastructure. Millions of acres of crop land came under water and forced millions to move out of their houses to seek shelter. According to a UNOCHA report nearly 1.5 million people, almost 80,000 houses and 1.5 million acres of crops were affected; 234 people were killed. (OCHA: October 2013).

The response from global community was very positive and country received immediate relief from all over the world. After these major natural disasters, it was observed that there was a lack of preparedness amongst the communities and even at the government level, there was no defined, coordinated structure for handling such disasters. In order to address this situation, the federal government formed a National Disaster Management Commission to develop policies, strategies and plans to effectively handling such situations in future. This led to the setting up of the National Disaster Management Agency (NDMA) and Provincial Disaster Management Authorities (PDMA).

During the relief and rehabilitation phases it was observed that the communities had no awareness about these natural disasters and were not prepared to face these. They accepted these as act of fate. There was a complete lack of coordination at all levels. Given this situation, there was a need to increase awareness amongst communities and to support them to be better prepared to face natural disasters in the future.

The Rural Support Programmes Network (RSPN) and its 11 member Rural Support Programmes (RSPs) are working with rural communities throughout the country and have presence in 132 out of 144 districts including Federally Administered Tribal Areas (FATA) and Frontier Region (FR) Agencies. In 2012 RSPN developed a Concept Paper on Community Based Disaster Risk Management (CBDRM) and shared this with Office of United States for Foreign Disaster Assistance (OFDA)/United States Agency for International Development (USAID). After OFDA/USAID's feedback, RSPN prepared a project proposal on Community Based Disaster Risk Management (CBDRM) Tahafuz¹. In September 2012 OFDA/USAID approved CBDRM Tahafuz project AID-391-A-12-00006 and this was initiated in 20 union councils of four most vulnerable districts in Sindh province. These included two districts, i.e. Thatta and Badin in coastal regions, which were constantly hit by floods and cyclones. The other two were in desert and semi desert regions where drought was the major issue, these included Tharparkar (totally desert area) and Umerkot (partially desert). RSPN initiated the first phase in five most vulnerable union councils in each of these four districts.

¹ In national Urdu language, *Tahafuz* means protection.

After successful completion of first phase and based on the demand from communities, RSPN again approached OFDA/USAID to extend further support. OFDA/USAID accepted this and accepted CBDRM Tahafuz project's phase –II, which was initiated in October 2014. This Project Completion Report mainly deals with performance during Phase-II of CBDRM Tahafuz project, and various modifications awarded thereafter. For CBDRM Tahafuz project, RSPN had two implementing; the National Rural Support Programme (NRSP) in Thatta and Badin districts, and the Thardeep Rural Development Programme (TRDP) in Tharparkar and Umerkot districts.

2 Objectives of the Project

The overall objective of the OFDA/USAID CBDRM-Tahafuz project was to develop the capacity of community in disaster preparedness, management and mitigation, development of hazard risk reduction plans, policies or curriculum and increase preparedness of local community from proposed hydrological activities (floods and cyclones). The ultimate goal of the project was to develop and strengthen community institutions, mechanisms and capacities that can systematically contribute to build resilient communities. Strategic focus was given to the following project's results in order to achieve the project's ultimate goal and the overall objective:

Result 1: Local community institutions formed and mechanisms developed to withstand future disasters

Result 2: Capacity of local community developed to formulate hazard risk reduction plans, policies or curriculum

Result 3: Small scale preparedness and mitigation measures undertaken

Result 4: Linkage development with concerned stakeholders

3 Key Components of the Project

OFDA/USAID CBDRM Tahafuz project implemented in four most vulnerable districts of Sindh province. The objective of the project was on building resilience in the disaster prone communities so that they can better prepared to manage disaster-like situations in an organized manner without or with minimum damages. To achieve this objective a comprehensive set of activities was designed based on the participatory approach.

3.1 Community Mobilization

Given the geographical span, the diverse population of varying sizes and spatial constraints, reaching out to communities would not have been feasible without a formal structure in place at the community level. Therefore, Village Disaster Management Committees (VDMCs) at the revenue village level and Union Disaster Management Committees (UDMCs) at the union council level were fostered representing all

segments of the community to serve as a social mechanism for interacting with communities and facilitating communication between stakeholders and community groups, RSPs, NGOs, government, etc.

3.1.1 Village Disaster Management Committees-VMDCs

As first step, the NRSP and TRDP field teams mobilized the communities at revenue village ²level to form locally managed VDMCs). Mobilization was a lengthy and detailed process where field staff interacted with communities. They explained the objectives of the project, its working and terms of partnership. These interactive meetings were arranged at settlement level. Once the community decided to join hands with the project, they sent a formal resolution mentioning names of members elected at settlement level. These committees have representation from all settlements. Key responsibilities of VDMCs included Participatory Disaster Risk Assessment (capacity, vulnerability & hazard), Disaster Risk Management Planning, identification and prioritization of Community Critical Infrastructure (CCI) needed for the disaster risk mitigation and coordination with UDMCs and sharing of information needed to plan CBDRM activities. They were also responsible for implementation of their disaster risk management plans at village level. Since 2014, a total of 569 VDMCs were formed during phase-II and its various modifications.

Each VDMC has 10 members (five men and five women) representing all settlements of a revenue village. Members then elect a President and a Manager for effective management of day to day affairs of VDMC. VDMCs also set up sub- committees, e.g. Early Warning Committee, Search & Rescue Committee, Project Implementation Committee, Monitoring Committee, Procurement Committee and Maintenance Committee. Keeping in view gender equity consideration, 7,370 individuals including 3,688 as women became members of VDMC during current project phase from total of 189,691 households.

3.1.2 Union Disaster Management Committees-UDMC

All VDMCs in a union council were federated in to UDMC. Each VDMC sent two representatives to UDMC (one man and one woman). UDMCs are responsible for coordinating with all local stakeholders involved in disaster management including government institutions, non-government organizations and VDMCs. They try to create links with all institutions that can be helpful in case of any disaster in the area. During the phase-II and its modifications, 57 UDMCs were formed in as many Union Councils of four target districts. For ensuring sustainability, efforts are made to integrate these UDMCs into mainstream social mobilization

² Revenue village has definite surveyed boundaries. The revenue village may comprise several hamlets but the entire village will be treated as one unit for presentation of the data. In the un-surveyed areas like settlements within the forest areas, each habitation area with locally recognized boundaries within each forest range officer's area will be treated as a separate village. A village with no population is to be termed as Bechirag or 'deserted' or 'uninhabited'

structure that NRSP and TRDP are fostering at the union council³ level, i.e. the Local Support Organizations (LSO). UDMCs fostered under the OFDA/USAID CBDRM Tahafuz project are now working as Disaster Risk Reduction Committees of these LSOs.

Table-1: Details of Mobilization during Phase-II and its modifications

1	Community Institution	Total # Formed	Gender		Appointments as President, Managers, Members					
			Membership		Presidents		Managers		Member	
			Men	Women	Men	Women	Men	Women	Men	Women
	VDMC	569	3,682	3,688	377	192	373	196	2,932	3,300
	UDMC	57	574	556	47	10	38	19	489	527

3.2 Capacity Building

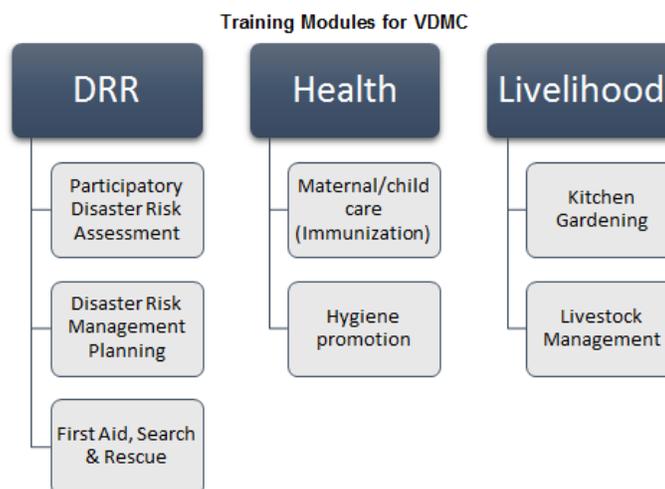
Enhancing the capacities of vulnerable communities was the primary objective of the OFDA/USAID CBDRM Tahafuz project and was carried out both for project staff and other stakeholders with major focus on the community. Under the capacity building component of the project, various events were organized for target communities as well as stakeholders in order to enable them to understand the process of disaster risk reduction and to build their capacities.

3.2.1 Training of Trainers for staff members

The process started with training of project staff in community based disaster risk management. These trained staff members worked as Master Trainers and provided training to selected members of VDMCs and UDMCs in their respective field areas. These comprehensive trainings included early warning, emergency response, search and rescue, evacuation, firefighting and first aid, etc.

3.2.2 VDMC Training on Participatory Disaster Risk Assessment & Planning

During the phase – II of the OFDA/USAID CBDRM project, RSPN through its implementing partners (NRSP and TRDP) organized different training programs for members of VDMCs. The VDMCs training included two day refresher courses for already



³ Union Councils are the lowest administrative tiers of the government. The union councils are comprised of few large revenue village and surrounding areas, often including nearby small villages.

trained members from previous phase, and a similar but more comprehensive five days training course for the members of newly fostered VDMCs. These trainings aimed at further enhancing CBDRM knowledge of old and newly fostered VDMCs. During these trainings the community members were engaged in disaster risk assessment using different tools including hazard map, resource map and seasonal and historical calendar. This training enabled VDMC members to formulate Disaster Risk Management Plan for respective revenue villages. In addition to this, sessions were also conducted on first aid, firefighting, search and rescue, etc., to enhance members' ability to respond effectively during hazardous situations. Since 2014, total of 6,136 members received regular training while 3,253 members participated in refresher courses on PDRA and DRM&P.

Voices from the grass-roots: Training changed traditional behavior of communities

Ms. Rasheeda, a 45 years old lady, living in a small village named Kharoro Saeed from district Umerkot, is a Lady Health Worker and also a president of the local VDMC. She is an active social worker who spends much of her time in helping and supporting people facing problems. Under the OFDA/USAID CBDRM Tahafuz project, she received training on disaster risk reduction and planning and firefighting, first-aid, search and rescue operations.

Ms. Rasheeda explained that very recently she got the chance to save somebody's life by applying the techniques she learnt the training. She said that recently two girls in her neighbor met an unfortunate accident, when a shabby wall fell over them while they were playing around. Ms. Rasheeda said after hearing about the accident she rushed towards the place and she observed that of the two girls one looked unconscious, while the other cried with pain. She immediately tried to pull them out of the rubble, examined their condition, and she gave CPR to the unconscious girl to help resuscitate her breath to normal. Ms. Rasheeda said that she was much appreciated by the bystanders for having been able to perform CPR and saving somebody's life.

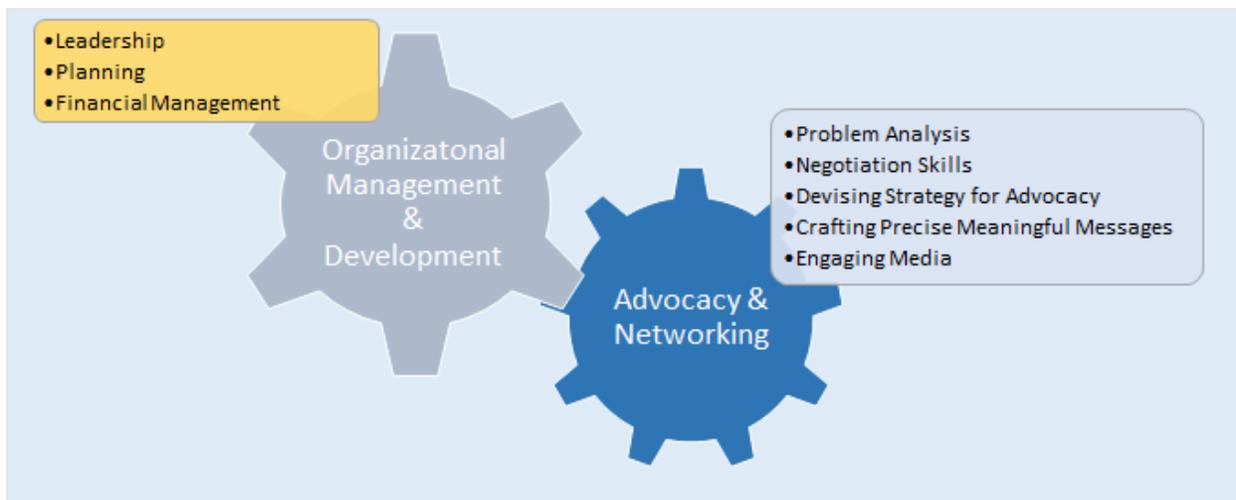
3.2.3 Disaster Risk Management Plans-DRMPs

Based on the aforementioned trainings, the VDMC members formulated disaster risk management plan (DRMP) for their respective revenue villages. These plans are basically the final product and result of above training. DRMPs are comprised of propositions of practical measures to cope with natural and manmade disasters and hence increase community's resilience. During the reporting phase, the VDMC members formulated a total of 569 plans.

3.2.4 UDMC training on Organizational Management & Development and Advocacy & Networking

During the current OFDA/USAID project phase, RSPN arranged various training programs on Organizational Management & Development (OM&D) and Advocacy & Networking (A&N) for UDMC members. These trainings further enhanced members' capacities on leadership skills, management of financial matters, planning of different events, activities, and communication skills for policy advocacy and networking with stakeholders.

A total of 638 community members including 312 as women have been trained from within 57 UDMCs.



Training modules for UDMC

3.2.5 Community Resource Persons and DRR Awareness Session

Community Resource Persons (CRP) is the VDMCs members who are selected on pre-post assessment criteria by project Training Officer. The objective of introducing CRPs was to disseminate DRR knowledge at the grass root level. Following the project design, two CRPs per VDMC were selected who arranged awareness sessions at the settlement level. Since initiation of Phase-II, 1,576 CRPs including 776 women have been selected from 801 revenue villages.



A CRP is delivering DRR session at settlement level in district Tharparkar

These CRPs received training under the context of CBDRM for conducting awareness sessions at settlement level. Each CRP was assigned the task of delivering 10 sessions in two settlements (5 sessions /settlement). The sessions covered topics on basic concepts of disasters risk management, DRR measures for multi hazards, basic life support skills, search & rescue, firefighting and cross cutting themes (child immunization, livestock immunization, water and sanitation, climatic change, kitchen gardening, etc.)

The CRPs have so far delivered 25,130 sessions and sensitized 118,420 people including 57,794 women from target settlements. These sessions have brought a visible change in individual mindset and attitude towards being better prepared to manage disasters.

3.2.6 Capacity Building of Local Elected Representatives

Keeping in view the distinctive role of local elected representatives, RSPN, after local bodies' elections in 2015, included them under its capacity building programs. RSPN believes that the elected members play vital role in field of health, education, agriculture and delivery of other community services. They are key actors in disaster risk reduction initiatives at union council and district level and can effectively contribute in highlighting the DRR related issues in district assembly such as DRR advocacy; allocation of budget, district contingency planning and linkages development with their concerned V/UDMCs. During the OFDA/USAID CBDRM Tahafuz project phase, RSPN trained 641 elected representatives including Chairmen, Vice Chairmen and Councilors in target 57 union councils of four districts. Now these members are sensitized about managing natural disasters in their respective UC. They are in a better position to present the needs of communities to be included into UC and district level contingency plans. In quite many cases the DRM Plans developed by VDMC members were incorporated into Taluka and district contingency plans.

In order to deal with disaster situations, the project fostered UDMCs have been linked with various local and district government departments. These communities' own organizations now work in close liaison with concerned DRR departments at local level and chalk out effective strategies to cope any untoward situations. As precautionary measures for monsoon, the UDMC members in collaboration with local line departments formulated contingency plans at Tehsil level. They highlighted different hazards, identify safer points and pinpoint required resources at Tehsil level.

Besides this, the Assistant Commissioner (Tehsil Kunderi) instructed them to develop an Emergency Control Room and shared its helpline and contact numbers among communities. Similarly, he also directed to make a total of 04 Emergency Response Teams (ERT) in the most vulnerable UCs of the Tehsil. Each team comprised of 03 UDMC members, trained on CBDRM and DRR, and one government representative. These teams were given tasks to rescue communities residing in the low area if affected by floods. Regarding the project provided Emergency Tool Kit, the Assistant Commissioner nominated two UDMC members as focal persons and instructed the AC office and Local government departments to contact them and ensure proper utilization of ETKs during emergency situations.

3.2.7 Capacity Building of School Teachers

Teachers can play vital role in disseminating DRR knowledge to schoolchildren. In order to enhance capacities of teachers on School Based Disaster Preparedness (SBDP), RSPN arranged two days training events in target districts. The OFDA/USAID CBDRM Tahafuz project Training Officers facilitated sessions on importance and principles of SBDP, formation of school evacuation & school contingency plans (covering all DRR measures at school level), and role and responsibilities of different stakeholders in SBDP. Besides these sessions, the teachers were also informed about the concept of search and rescue, first aid, firefighting and role and responsibilities of School Disaster Management Committee (SDMC). These trained teachers conducted learning sessions on monthly basis with schoolchildren on disaster risk reduction during school hours. This kind of safety awareness will help in reducing the risk of losses to lives and assets during untoward situations.

During the current project phase, RSPN trained 621 teachers on School Based Disaster Preparedness (SBDP) and Disaster Risk Assessment at school level. It is believed that in future disasters schools will be a much safer place and the teachers and children will be helpful in reducing losses due to disasters.

3.2.8 Capacity Building of Media Personnel

Over the past decade, masses have more access to print and electronic media. In this situation, media can play vital role in disseminating DRR information and awareness at the local level. Keeping this in mind, RSPN included capacity building of media personnel in the OFDA/USAID CBDRM Tahafuz project. During the project phase, RSPN arranged two days training events for local journalist in all four target districts. The events provided them an opportunity to learn about their role in effective and real presentation of disastrous/emergency situations. Furthermore, the participants were also capacitated on media strategies for DRR promotion, developing public awareness messages and media reporting in pre, during and after disastrous situations. A total of 163 media persons from various media groups participated in these training events. Now they are in a better position to highlight community plights and can convince the concerned authorities for taking required measures for minimizing effects of disasters on communities.

Enhancing capacities of media personnel have enabled them to understand disaster management cycle, district contingency planning of respective districts, role of the media before a disaster, media reporting on disasters/emergencies, media questions checklist and guidelines for media on development of messages for public awareness. These media personnel are now interacting with communities on any DRR related issue. They now provide media coverage to communities on International Day for Disaster Reduction and meeting for disaster risk reduction forum at district level.

3.2.9 Capacity Building of Government Officials and LSO Representatives

Disaster management and emergency response is the prime responsibility of the government departments. However, due to lack of capacity and resources they are not able to deal with disaster and emergency in effective way. Although District Disaster Management Authority (DDMA) does exist they face many constraints and cannot fully meet their mandate. Every department has to play its role in normal and emergency situation. Disaster Risk Management is not possible without the involvement of these departments.

Being part of local communities, the office bearers of Local Support Organizations (LSO) are in a better position to tackle disasters, analyze situation and come up with practical solution. Keeping their importance in mind, the representatives from LSO were also invited to participate along with government representatives in specially designed training courses.

During the project phase, RSPN capacitated 325 government officials and LSOs representatives on concept of CBDRM approach, basics of disaster risk management & planning, DRR advocacy and basics of first aid and role of government departments before, during and after any disaster.

Capacity Building's Achievement Since 2014					
Capacity Building	PDRA Training for VDMC members	Regular	Men	3,057	
			Women	3,083	
		Refresher		3,253	
	Training of UDMCs on OM&D and A&N	Regular	Men	326	
			Women	312	
		Refresher		311	
	Training of local elected union council members on DRR				691
	Training of School Teachers on DRR				621
	Capacity building of media personnel on DRR				163
	Capacity building of Government Official and LSO representatives on DRR				325
	Development of Disaster Risk Management Plans- DRMPs				569
	Selection of CRPs			Men	801
				Women	776
Number of people sensitized by CRPs			Men	60,626	
			Women	57,794	

3.3 Small Scale Mitigation and Management

Under the disaster mitigation component of the OFDA/USAID CBDRM Tahafuz project, RSPN and its implementing partners (NRSP and TRDP) facilitated target communities in repair/rehabilitation of most critical community infrastructures and provision of emergency toolkits.

3.3.1 Community Critical Infrastructure-CCIs

Community Critical Infrastructures (CCIs) are small scale physical projects that are helpful in mitigating a disasters related situation. Average cost of 619 CCI projects implemented was USD 1,391,512. While developing their DRM plans, the communities identified various steps to enhance their resilience. This included repair and rehabilitation of their existing infrastructure and the construction of new ones in the context of DRR. RSPN planned to provide technical and financial support for one CCI in each VDMC, representing one revenue village. The objective of providing support in these identified critical infrastructure projects is to enhance communities' preparedness and reducing human and livestock casualties during disasters.

From the VDMC DRM plans, only one prioritized scheme on the list was selected for providing financial support. For the other priorities, VDMCs were encouraged to share their DRM plans with other stakeholders and to seek their support.

The communities were involved in all stages from identification, repair/rehabilitation, completion and post completion maintenance of CCI projects supported under the OFDA/USAID CBDRM Tahafuz project. VDMCs ensure that only local labor was used during the implementation of CCI projects. Women members were encouraged to participate in physical labor work along with men members.

The types of CCI projects identified for rehabilitation/reconstruction under the project are presented below:

- Flood Protection Wall and Embankment (FWP&E)
- Earthen roads
- Raised platforms
- Repair of school building
- Rescue points
- Protection of drinking water sources including dug wells, taraies,(Natural catchment areas), rain water harvesting points
- Culverts (RCC & Pipe culverts)



Women fetching water from a rehabilitated Dug Well under the project at district Tharparkar

3.3.2 Provision of Emergency Toolkit

For better management and handling of emergency during disasters, the communities were provided with emergency tool kits that included a set of various essential items needed to facilitate them deal with local level disasters. Communities received training in efficient use of these kits. In many cases, communities used these kits in managing local emergencies like managing breeches in canals or creeks, heavy rains

and fire incidences. The desert areas of Tharparkar are constantly facing fire incidences and the trained members, especially the women played vital role in extinguishing fire and saving heavy losses. During phase-II (2014-15), RSPN provided 20 numbers of ETKs at UDMC level, covering 228 VDMCs. Later on based on learning from field and feedback from communities, it was decided to provide ETKs at VDMC level. This was shared with donor and 341 ETKs were provided to as many as VDMCs.

Community Voices: Utilization of Emergency Toolkits

Muhamad Amin, President of VDMC Lunda Machharo lives in a village Haji Hassan Mallah. He described an incidence, where a drain passing near his village overflowed and one of its banks washed away with water. In a short span of time, water steadily kept on increasing and reached to a level where it threatened to destroy surrounding 5-6 villages. Initially, the villagers utilized their own traditional tools and implements to fill up the breach with sand bags and mud; however, a few villagers with their farming tools could not cope with the pressure of gushing water. In this situation, Muhamad Amin asked for help from other UDMC members and borrowed emergency toolkit items in order to counter the problem of flood. Thus, together they took out sacks, trolleys or wheelbarrows, shovels, torches, ropes and jackets and distributed these items among people of surrounding villages.

Muhammad Amin and Anwar (in charge of emergency toolkit) took the lead and organized a team of UDMC members to help fill up the breach. Some other members carried loud speakers another item of ETK and warned people of the villages, which were coming directly in the pathway of water coming out of the breach. Towards end of the day, the UDMC members eventually succeeded in overcoming that disaster by completely filling up the hole in drain, which was the source of floodwater. Although, the breach affected 3 to 4 nearby villages, some fishponds were destroyed and some of the houses were also damaged but overall, a great tragedy had been averted owing to the timely utilization of emergency toolkit items and well-coordinated efforts of UDMC members

3.4 Linkages Development

One of the key components of the project is to create and strengthen linkages of community members with different stakeholders involved in disaster risk reduction. For this purpose, during the project period, RSPN organized the following events.

- a. District level workshops were organized involving representatives from all concerned bodies, working in DRR. These workshops helped in bringing all stakeholders at one platform and think together on disaster risk reduction and management. Local government administrative officials were especially invited in these events and as such, we were able to bridge the gap between communities and officials.
- b. District Disaster Risk Reduction forum (DDRRF) was the other platform to bring together all stakeholders at one platform to share their activities and achievements and sharing experiences. This forum also provided an opportunity of coordinating efforts of different actors in DRR to avoid duplication of activities and loss of resources.

The power of organized efforts!

Kakrand village is a small village of Union Council Ghirano of District Sujawal. The village consists of 282 households with a total population of over 1600. With its close proximity to the Arabian Sea, Kakrand is prone to floods and cyclones, besides heavy rains. The village was not linked to the main road, which always hindered safe evacuation during floods. Considering its vulnerabilities, the village was selected for community level disaster risk management interventions under USAID/OFDA funded Community Based Disaster Risk Management (CBDRM) Tahafuz Project. RSPN and the team of National Rural Support Programme (NRSP) introduced the villages to the project and importance of fostering community level institution for disaster management during project introductory session. The villagers were being told that they could withstand disasters and reduce losses only if they work as an organized community. The community endorsed the idea and a Village Disaster Management Committee (VDMC) was formed with a focus on disaster preparedness and mitigation. VDMC members underwent CBDRM training. They learned skills to develop Disaster Risk Management Plan (DRMP) for their village. Community members, who had been suffering losses due to lack of evacuation route during disasters, placed the need of a road on top priority while preparing DRMP. They held a VDMC meeting with an agenda to approach the local administration and elected representative for provision of a link road. Thus, they agreed upon building pressure on the powers that be and succeeded to get an approval of their demand. The local administration and District Chairman Ghulam Qadir Palejo supported the construction of 14 kilometers long link road connecting Kakrand village with the Coastal Highway. This was made possible only through effective advocacy and linkage with the local administration. "It was Tahafuz project team that mobilized us to foster our village level disaster management committee and raise voice for our long pending concerns," says a VDMC member with delight.

- c. October 13 is Global DRR Day and during the project phases, UDMCs/VDMCs celebrated this day in all project districts. This activity helped in enhancing awareness among communities and building resilience. Over three years period RSPN through its implementing partners and local community arranged 12 events in all four project districts. People from all walks of life participated in these walks, rallies and workshops.

4 Project Management

4.1 Partners

RSPN implemented the OFDA/USAID CBDRM Tahafuz project through two of its partner organizations; the National Rural Support Programme (NRSP) and Thardeep Rural Development Programme (TRDP) as partners in two districts each. NRSP was given responsibility in Thatta/Sujawal and Badin districts and TRDP in Tharparkar and Umerkot districts.

4.2 Roles and Responsibilities Segregated between RSPN and Implementing Partners

After signing of the agreement with OFDA/USAID for CBDRM Tahafuz project, RSPN subcontracted NRSP and TRDP making them responsible for implementation of the project in their assigned districts. RSPN took a lead role of coordinating with OFDA/USAID, ensured quality control, and timely delivery of outputs, providing technical backstopping to partners and monitoring the effective implementation of field activities. RSPN was responsible for the financial management of the project. For ensuring efficient achievement of set objectives, a three staged management system was established as Project Management Unit (PMU) at RSPN level, one Project Support Unit (PSU) at each partner level and one District Implementation Unit (DIU) at each project district level.

4.3 Human Resource

For efficient implementation of planned activities, dedicated professional teams were placed at these different levels. Details are as given below:

- a) **Project Management Unit (PMU)** was based at RSPN Islamabad for overall management of the project. This unit comprised of one Project Manager, one CBDRM Capacity Building Specialist, one Monitoring Officer, one Documentation & Reporting Officer and one Finance Officer.
- b) Collaborating partners, (NRSP and TRDP) each established a dedicated **Project Support Unit (PSU)** comprised of a Project Coordinator, one Monitoring Officer, one CBDRM Engineer and one Project Finance Officer. PSU supervised and helped in accomplishing implementation, procurement, monitoring, reporting and accounting of the different activities carried out under OFDA/USAID CBDRM Tahafuz project. In addition, PSUs constantly remained in coordination with PMU, district administration, DDMA and PDMA.
- c) At each district level, implementing partners established dedicated **District Implementation Units (DIU)**. Each DIU team comprised of District Project Officer, Training Officers, Community Mobilizers, Data Entry Officer and one Finance Assistant. DIU worked at forefront, accomplished field activities, interacted with communities and VDMC and UDMCs on day to day basis, implemented and reported field-based activities and maintained liaison with RSPN-PMU , PSUs ,DDMA, district and union council administrations.
- d) Another tier of monitoring was RSPN core staff. RSPN has a specialized core set-up covering different aspects of every project like, Compliance, Social Mobilization, Gender, Communications, Finance and Auditing etc. RSPN core staff also helped monitor project at various levels in terms of complying with different policies, strategies and practices as agreed with USAID-OFDA. Gender Specialist advised how to include women in different activities and ensure their meaningful and active participation. Internal Auditor also monitored the utilization of funds, financial transactions and documents in order to help both partners with the valid financial documentation. Manager Compliance visited field on several occasions and monitored whether or not project activities and documentation comply with agreed standards.

5 Monitoring and Evaluation

For analyzing information and validating progress of activities to ensure project meets its desired objectives, RSPN placed a full time dedicated Monitoring Officer at Project Management Unit (PMU) based at RSPN. The Monitoring Officer reported to Specialist M&E, based at RSPN head office. The RSPN's M&E department remained fully independent of the PMU but aimed to provide support to PMU in identification of possible deviations from the proposed plan, suggested course corrections, documented case studies and lessons learned to facilitate and improve the implementation mechanism. Moreover, two Monitoring Officers at the RSP's PSU level (i.e. one Monitoring Officer at each PSU) carried out monitoring activities at the field level. Field level Monitors shared their monthly monitoring reports with the Monitoring Officer based at RSPN PMU.

The Monitoring Officer at PMU level conducted knowledge retention assessment for VDMC members who were trained on PDRA and DRM&P. The assessments were done in consultation with RSPs and technical support of Specialist M&E to reflect the level of DRR understanding retained by the VDMCs, preferably after two months of conducting the training.

During the project period, program management specialist from OFDA USAID Pakistan as well as Washington paid visit to the project area. They not only provided technical support in implementation of project activities but also appreciated RSPN/RSPs work of enhancing capacities to withstand disastrous situations.

5.1 Key Performance Indicators

Before signing of agreement, RSPN shared a list of pre-set performance indicators for all planned activities. All efforts were made to ensure that targets are met and as indicated in the project-monitoring plan. Throughout the project period entire team ensured following on these set results and indicators. Field staff remained in continuous contact with communities to see how these indicators are being achieved. All field teams regularly reported on these components on monthly basis. The Monitoring Unit conducted periodic studies to find the results of these activities in the field.

Results	Indicator		Numbers	Outcome
Result 1: Local Community Institutions formed and mechanisms developed to withstand future disasters	No. of VDMCs/UDMCs formed	VDMCs	569	Communities were organized into local institutions termed as Village Disaster Management Committees at revenue village level. This participatory approach enabled communities to regular contact with each other, enhanced interpersonal and inter-village communication easier and became aware of each other's problems. The provision of VDMC platforms brought community people close together from other settlements, it made them work together to plan on regular basis, discuss their problems and collectively find effective solutions.
		UDMCs	57	Through this activity, community representatives were given a wider platform to carry out their activities at UC level, coordinated with government departments and other NGOs for their support and partnerships in strengthening UDMCs. Community level early warning systems were established by linking UDMCs with DDMA. This has resulted in speeding up the flow of information down to the communities at the very basic level. This exercise helped building confidence of community leaders and enabled them dealing with their DDR-related problems and issues with the help and cooperation of people from all surrounding villages.
	No. of Male/Female representation in VDMCs	Men	3,682	Almost equal representation of male and female community members ensured a steady flow of information to the people of both sexes. As women are usually at the greater risk of being affected from any disaster because of their greater vulnerability and marginalized status, thus inclusion of women in community institutions not only enhanced their own knowledge regarding disaster mitigation measures, but they were also instrumental in sharing information with other fellow women of the surrounding villages. Hence, inclusion of female representatives proved to be helpful in reaching a wider female audience of other villages.
		Women	3,688	
	No. of Male/Female representation in UDMCs	Men	576	
		Women	566	

<p>Result 2: Capacity of local community developed to formulate hazard risk reduction plans, policies or curriculum</p>	<p>No. of men and women trained in disaster preparedness, management and mitigation</p>	<p>Men</p>	<p>3,053</p>	<p>The trainings and capacity building of the community institutions went a long way towards preparing community institutions and individuals to be aware and vigilant of any forthcoming disaster. It also made people understand rudimentary things about what a disaster is, forecasting of any disaster, coping mechanisms, preparation and mitigation, etc. CBDRM trainings also enabled community representatives to take collective actions, search and rescue, first aid procedures. Subsequently, people became aware of the importance of practical measures and effectively displayed their knowledge in the face of disasters.</p>
		<p>Women</p>	<p>3,011</p>	<p>Women took up leading roles, felt more confident and were ready to deal with any disaster-related situation after participating in CBDRM trainings. Cases have been reported where women on self-help basis dealt with dangerous situations like putting off fire, applying CPR method to someone drowned in water and rescued people from the state of shock and unconsciousness. These examples show the beneficial impacts of CBDRM trainings on the lives of numerous women who live in most disaster prone areas of the country and have to deal with various hazards on day-to-day basis in their daily lives. Apart from imparting DRR-related knowledge, these trainings also enhanced women's confidence and they afterwards actively participated in every activity whether of project or otherwise and projected a positive image of OFDA/USAID CBDRM Tahafuz project and VDMCs.</p>
	<p>No. of Disaster Risk Management Plans (DRMPs) developed</p>		<p>569</p>	<p>DRMPs were the blueprints that helped understand, identify and gauge the scope of different disasters occurring in a particular area. It also provided a concrete analysis of different resources present in the vicinity that can be utilized in case of any disaster. As DRPMs were developed by the community personnel themselves, so it provided a state of reflection and analysis on the conditions prevailing in their own areas. People also shared different responsibilities among themselves in case of any disaster. CCIs were also repaired/ rehabilitated; these had been identified and prioritized in DRMPs. DRMPs not only guided CCI repair or rehabilitation process but also furnished a practical description of ground realities and mitigation strategies enabling them to better understand the conditions on ground and prepare suitable coping strategies before the onset of any disaster.</p>
<p>Training of Elected union council members</p>		<p>691</p>	<p>In Sindh local government elections were held in 2015. Local government system empowers the local people to take lead role in development of the area. They can play vital role in the field of health, education, agriculture and delivery of other community services. Local body representatives can be key players in disaster risk reduction initiatives at union council and district level. They can effectively contribute in highlighting the DRR related issues in district assembly such as DRR advocacy; allocation of budget, district contingency planning and linkages development with their concerned V/UDMCs.</p>	

	Training of School Teachers	621	<p>Children are among the most vulnerable groups in disasters and emergencies. According to Government of Pakistan figures, 19,000 children died in the earthquake of 2005. Most of the school buildings and educational institutions do not comply with the hazard resistance designs, (such as earthquake, flooding, landslides and associated disasters) poorly constructed, and lack preparedness and response plans. The floods of 2012 in Sindh, for example, had destroyed approximately 1,720 schools, causing major loss to the education system. Lack of preparedness regarding evacuation plans, designated evacuation areas, and safety awareness are one of the factors which increase the risk of losses in terms of lives and school assets.</p> <p>Teachers can play very important role in school DRR. They can easily transfer the DRR Knowledge to school children. There is no doubt that the children are the change agent and can be good contributor in behavioral change specially related to disaster preparedness and mitigation</p>	
	Training of Media Personnel	163	<p>Electronic media has emerged as most effective tool for influencing public opinion and authorities mind set. One major contribution that the electronic media can make establishment of early warning systems in far flung and disaster prone areas. Media can play a leading role in changing the mindset of the society for making it more pro-active rather than reactive in dealing with disasters/emergencies.</p>	
	People sensitized through Community Awareness sessions	Men	60,626	<p>For transferring CBDRM/DRR knowledge to target communities at the grass root level, the OFDA/USAID CBDRM Tahafuz project has introduced a concept of Community Resource Person (CRP). These CRPs are members from both old and the new VDMCs, who were responsible to conduct DRR awareness session at the settlement level including schools where possible. The selection of the CRPs purely selected on pre and post training assessment. From each VDMC two members, i.e. one man & one woman were selected as CRP. These awareness sessions covered the broad spectrum of topics, i.e. Basic concepts of Disasters Risk Management, DRR measures for multi hazards (Floods, drought, Cyclones, Fires, Tsunami earthquake etc.), basic life support skills (treating shocks, burns, fractures, choking, CPR, etc.) and search and & rescue, Firefighting and cross cutting themes (Child Immunization, Livestock Immunization, water and sanitation, climatic change, kitchen gardening, etc.)</p>
		Women	57,794	
Result 3: Small scale preparedness and mitigation measures undertaken	No. of CCIs repaired /rehabilitated	619	<p>As CCIs were rehabilitated on the basis of real need assessment, so they purposively served their function providing shelter and supported people who were affected from any disaster. In some of the instances, CCIs solved decades old problems of the villagers which heretofore were unsolved and were persistently causing massive damage to the area on annual basis. Through the construction of culverts, rescue points, dug wells, rehabilitation of shelters and other such projects CCIs helped</p>	

			counteract severe disaster related problems by offering a concrete and sustainable solution of community's problems.
	Distribution of emergency toolkits	37 UCs	Emergency toolkits include some basic lifesaving equipment, first aid apparatus, and other appendages that are used in the wake of any disaster for search, rescue, emergency response and medical aid. Practically, toolkits were effectively utilized by the community members on several occasions; thus prevented many losses. Toolkits were especially useful for the areas which are not easily accessible, so if there arises any disaster related situation in those areas; a lot of damage usually had been done before the arrival of any help from outside. In such cases, toolkits combined with the trained U/VDMC members aided other villagers stranded in any disaster.
Result 4: Linkage Development with concerned Stakeholders	Formation/Strengthening of District Disaster Risk Reduction Forum	4	In all project districts, District Disaster Risk Reduction Forum were either formed or further strengthen where the structure existed. The aim of these forums was to provide common ground for NGO/INGO working on DRR and LSOs/UDMCs. These forums promoted effective coordination, knowledge/resource sharing, joint ventures and DRR advocacy at district level
	Celebration of International Day for Disaster Reduction	12	October 13 is celebrated as International Day for Disaster Reduction to raise awareness among communities to cope with any disaster and to promote a global culture of disaster reduction, including disaster prevention, mitigation and preparedness. RSPN under the project various events for communities to mark its importance. These events were organized by District Implementation Units in which different stakeholders including V/UDMC & LSO representatives, NGOs, media representatives and government officials took part.
	Integration of UDMCs with Local Support Organization	55	To ensure the sustainability, the project fostered UDMC have been integrated with Local Support Organization, where these are acting as sub committees of LSO under DRR

6 Rollout of Tahafuz

The first phase of OFDA/USAID CBDRM Tahafuz was initiated from October 2012. This was for one year and its total value was USD 1.3 million. After the successful completion of Phase-I, and based on the recommendation from the external evaluators and on the demand from local communities, OFDA/USAID awarded the current Phase-II of OFDA/USAID CBDRM Tahafuz project in April 2014. Project activities were expanded into 20 new Union Councils, taking five additional UCs each from the same four districts. OFDA/USAID provided US\$ 1.54 for the Phase-II of the project.

Like Phase-I, RSPN implemented this second phase of the OFDA/USAID CBDRM Tahafuz project successfully through its two partner organizations in additional 228 villages of 20 newly included union councils from the existing four districts. On completion of Phase-II of the project, RSPN requested for further extension and USAID OFDA awarded Cost Modification-I for OFDA/USAID CBDRM Tahafuz-II, in July 2015 and during this modification phase, project activities were extended into additional 222 revenue villages from additional 20 union councils in same four districts. All major activities remained same as those in Phase-II. Financial support for this modification phase amounted to US\$ 2.05 million and this phase ended in June 2016. No cost modification –II allowed expanding project activities into 59 villages from eight new union councils from the same four districts. Capacity building activities continued as was done in earlier phases. In this no cost modification phase, the communities did not receive financial support in rehabilitation of their infrastructure. The donor awarded another unfunded modification for the period January 2017 to September 2017. In this modification phase, the project involved additional 61 villages from nine UCs of the same four target districts. This way the project phase-II covered 569 revenue villages of 57 UCs from the four districts.

7 Key Achievements

The OFDA/USAID CBDRM Tahafuz project teams successfully achieved all planned objectives. The targeted vulnerable communities are effectively sensitized about the benefits of being organized and are better prepared to face any disasters to minimize losses. Starting from initiation of Phase-II, the project teams successfully mobilized the target communities in formation of 569 VDMCs at the revenue village level. These VDMCs had equal representation of women and men. Their capacities are enhanced and now they are in much better prepared to deal with and manage any hazardous situation in well-organized way. They have developed their disaster risk management plans and outlined measures for efficiently managing and mitigating disasters. They have developed close coordination with government departments and other stakeholders involved in disaster risk reduction and management. Utilizing services of Community Resource Persons (CRP), they have successfully transmitted DRR awareness down at the household's level.

As mitigation measure, they have successfully rehabilitated their prioritized small-scale critical community infrastructure projects for which they received financial assistance under the project. Besides this, they also completed other rehabilitation works on self-help basis.

The public sector institutions have also appreciated this approach of involving disaster prone communities in entire process of identification of risks, resources, and organized response in case of emergency.

8 Lessons learnt

During the implementation of the OFDA/USAID CBDRM Tahafuz many

1. After the devastating floods of 2010, there was a demand from the communities for capacity building support for DRR preparedness to face natural disasters. Better prepared communities would suffer fewer losses. During the implementation period of the OFDA/USAID Community Based Disaster Risk Management (Tahafuz) project, several local level natural disasters took place and better prepared communities were able to undertake timely measures to minimize their losses. Therefore, the premise that community driven and better prepared communities is more resilient was proven.
2. The use of a local word with the title of the project name supported improved communication with the project stakeholders, especially at the community level. In this case, the word chosen was Tahafuz. This is an Urdu language word and it means preparedness for self-protection.
3. OFDA/USAID CBDRM Tahafuz project's design was based on enlisting community willingness and participating. A key learning is that community participation and proper community structures are essential for building community capacities to be able to become more resilient in face of natural disasters. VDMCs and UDMCs were fostered and strengthened. These were also trained on participatory disaster risk reduction approach. With VDMCs/UDMCs in place, the flow of information down to the grassroots level was accelerated as well as allowing for rapid horizontal flow among VDMCs/UCDMs. Involving communities at all stages of the project significantly contributed in building the confidence of community leaders and enabled them to deal with their DDR-related problems in an organized manner.
4. In any natural disaster, women and children are worst affected. Therefore, it was imperative that women have equal representation in the project activities. Each VDMC has 10 members representing all segment of the community. Five members were women. Then from each VDMC two members represented it at the UDMC level; one member was a woman. Inclusion of women in the leadership role at VDMC and UDMC contributed to not only gender mainstreaming but also to project effectiveness. Women's participation was built in the project design. School-based sessions on DRR were also important and increased awareness amongst the school children to be better prepared in case of disasters.
5. Rural population in target districts has very low level of literacy. For effective communication and disseminating of key messages, IEC and training materials were translated in to local Sindhi

language. This proved very helpful and the target groups easily grasped the key the messages. Use of photographs and drawings also made these materials readily understandable.

6. For increasing DRR awareness at the community level, a cadre of local Community Resource Persons (CRP) was developed and trained. The identification of CRPs was done by VDMCs. Being from the same village; they had a rapport among community and were able to bring together maximum members to the awareness raising sessions. Women CRPs were also involved imparting DRR sessions at the community level.
7. The local communities are in a better position to analyze the natural hazards they face and about the potential risks the face. They are also best placed to identify mitigation measures. VDMCs played a positive role in the development of detailed Disaster Risk Management Plans (DRMP).
8. While developing their DRMPs, the communities identified all potential risks and mitigation measures. They identified and prioritized mitigation measures. One mitigation measure, after due assessment, was supported by the project each VDMC to implement. VDMCs were also encouraged to reach out other stakeholders to seek support for other identified mitigation measures. There were several cases where VDMCs approached other service providers, i.e. local government and other NGOs, and were successful in accessing resources. Based on DRMP, many VDMCs took self-help measures to be better prepared.
9. Community Critical Infrastructures (CCI) served as a source of creating greater ownership where communities identified, prioritized and implemented their infrastructure. These CCIs provided an opportunity for the people for working together for planning, implementing and post completion maintenance of these infrastructure schemes.
10. With VDMCs/UDMCs in place, the measures for early warning were quickly set in place. At times of need, many VDMCs and UDMCs used new communication mediums for disseminating information about possible risks and alarming situations, like cyclones and rains. Some of them used mobile SMS while others put messages on Facebook and Tweeter.
11. Networking with stakeholders is important. The fostering of the District Disaster Risk Forum brought together all stakeholders, including UDMCs, DDMA, NGOs and local media.
12. Successful project implementation is linked to the trust that exists between the implementing partners and communities. RSPN's implementing partners (NRSP and TRDP) have been working in the target districts since 1990s, and have built up a solid reputé with key local stakeholders. This also was one key factor for the successful implementation at the community level.
13. During the project implementation period, RSPN received continuous, timely and supportive response from all tiers of OFDA/USAID. In turn, RSPN had open communication with its implementing partners. This also bode well for the project's success.
14. Placement of experienced and dedicated staff by RSPN and its implementing partners was also a significant success factor. Strong support from head offices of RSPN, NRSP and TRDP also facilitated the project management and staff to implement their project with full confidence.

15. Finally, the project had a successful exit strategy. UDMCs fostered under the project have now become DRR committees of the Local Support Organizations (LSOs) that are at the heart of the RSPN/RSPs' social mobilization approach community driven development.

9 Conclusions

After the floods of 2010, a large area of the Sindh province of Pakistan was inundated leaving thousands of people homeless and destitute. OFDA/USAID CBDRM Tahafuz project was an effort to help people in the most affected areas not just to enable them to cope with hydro-meteorological disasters but also to capacitate them so that they are much better prepared to face future natural disasters. Preparedness leads to reducing valuable losses.

OFDA/USAID CBDRM Tahafuz project was initiated to help people prepare themselves to cope with any hydro-meteorological and seismic or manmade disaster with necessary skills and knowledge and to enhance their capacity regarding DRR methods so they could bounce back to their normal life once the disaster is over. There were four main components of the project; I) mobilization and organizing communities in the form of community institutions, i.e. VDMCs and UDMCs, II) Capacity building of the community representatives through CBDRM trainings, III) Small scale preparedness and mitigation through CCIs and emergency toolkits, and IV) Linkage development with concerned stakeholders.

The tasks, activities and exercises that were planned at the onset of the project were completed in time and overall output was quite satisfactory. Throughout the project period, a number of success stories and case studies reinforced the successful undertaking and completion of the project activities. Along with it, OFDA/USAID CBDRM Tahafuz project also met all of its targets within or well ahead of time. In terms of outcomes, within a short time frame and within the limits of a specific allocated budget, OFDA/USAID CBDRM Tahafuz project brought significant positive change in the attitudes and behavior of thousands of people by making them better equipped to handle hydro-meteorological disasters.

The project was regularly monitored and assessment of the project activities had also been carried out. Meaningful participation of community women and gender mainstreaming were the basic mobilization aspects of the program.

With the assistance of OFDA/USAID, the CBDRM Tahafuz project has demonstrated in four districts that fully capacitated communities are better prepared to face any natural disaster, and can take planned precautionary measures to minimize losses. During the implementation period of the project, some communities in the coastal areas face local level disasters. As a result of their preparedness, they were able to take necessary actions to minimize losses. The prepared communities are more likely to link up with

government authorities and seek their timely support. The need now is to scale up this approach towards building community resilience in other disaster prone districts of the country.

Annexure-I OFDA/USAID CBDRM Tahafuz Project Knowledge Products

From very beginning, efforts were made to document important results of the OFDA/USAID CBDRM Tahafuz project interventions. The project team produced several documents highlighting success stories and case studies. The project staff also developed training and IEC material for awareness rising. These products were widely distributed among target communities, and other important stakeholders. These knowledge products are posted on RSPN's website and can be viewed on following links:

CBDRM Manual

1. <http://rspn.org/wp-content/uploads/2015/01/USAID%20RSPN%20Tahafuz%20CBDRM%20Manual.pdf>
2. <http://rspn.org/wp-content/uploads/2013/12/sindhi-manual.pdf>

CRP Manual

3. <http://rspn.org/wp-content/uploads/2015/01/CRP%20Training%20Kit-1.pdf>
4. <http://rspn.org/wp-content/uploads/2015/01/CRP%20Training%20Kit-2.pdf>
5. <http://rspn.org/wp-content/uploads/2015/01/CRP%20Training%20Kit-3.pdf>
6. <http://rspn.org/wp-content/uploads/2015/01/CRP%20Training%20Kit-4.pdf>

Brochures

7. <http://www.rspn.org/wp-content/uploads/2015/09/Brochure-Building-Resilience-through-Community-Based-Disaster2.pdf>
8. <http://www.rspn.org/wp-content/uploads/2015/09/II-Strengthening-Community-Resilience-for-DRR.pdf>

View books

9. <http://www.rspn.org/wp-content/uploads/2015/07/View-Book-USAID-RSPN-Tahafuz-CBDRM-Project.pdf>
10. <http://www.rspn.org/wp-content/uploads/2013/03/tahafuz-phase-I-viewbook.pdf>

Posters

11. <http://www.rspn.org/wp-content/uploads/2015/01/Flood-resilient-houses-made-of-bricks.jpg>
12. <http://www.rspn.org/wp-content/uploads/2015/01/Floods-resilient-houses-made-of-clay.jpg>
13. <http://www.rspn.org/wp-content/uploads/2015/01/Precautionary-measures-during-floods.jpg>
14. <http://www.rspn.org/wp-content/uploads/2015/01/School-DRR.jpg>

Success stories' booklets

15. <http://www.rspn.org/wp-content/uploads/2017/03/From-Learning-to-Action-Stories-from-Rural-Sindh.pdf>
16. <http://www.rspn.org/wp-content/uploads/2016/11/Highlights-of-Disaster-Preparedness-at-Community-Level-Final.pdf>

Success Stories

17. <http://www.rspn.org/wp-content/uploads/2015/01/Success-Story-Tahafuz-II.pdf>
18. <http://www.rspn.org/wp-content/uploads/2015/01/Bridging-Gaps.pdf>
19. <http://www.rspn.org/wp-content/uploads/2015/01/Community-Initiatives-to-Face-Natural-Disasters.pdf>
20. <http://www.rspn.org/wp-content/uploads/2015/01/Creating-Resilience-at-the-Grassroots.pdf>
21. <http://www.rspn.org/wp-content/uploads/2014/11/The-Community-in-despair-of-Nilofar.pdf>
22. <http://www.rspn.org/wp-content/uploads/2014/11/Local-Institution-role-in-reducing-vulner..Oct-2014.pdf>
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Annexure-II OFDA/USAID CBDRM Tahafuz Project Outreach

Tahafuz's Outreach					
Sr.	District	Tahafuz Phases	Union Councils	Revenue Villages	Potential Disaster(s)
1	Tharparkar	II	Kaloi	4	Cyclone, drought, flood
		II	Bhitaro	4	Cyclone, drought, flood
		Modification-I	Sobhiyar	5	Cyclone, drought
		Modification-I	Khetlari	5	Cyclone, drought
		Modification-II	Nangar Parkar	7	Fire Incident, Earth Quake, Drought
		Modification-II	Virawah	5	Fire Incident, Earth Quake, Drought
		Modification III	Islamkot	3	Fire Incident, Drought
		Modification-III	Peelu	3	Fire Incident, Drought
		Modification-III	Sumerte	3	Fire Incident, Drought
		II	Moharano	11	Cyclone, drought, flood
		II	Malanhore Veena	4	Cyclone, drought
		II	Kahri	4	Cyclone, drought
		Modification-I	Jouro	3	Cyclone, drought
		Modification-I	Mithrio Bhatti	4	Cyclone, drought
		Modification-I	Sonal Bah	2	Cyclone, drought
2	Umerkot	Modification-I	Mir wali Mohammad Talpur	11	Flood
		II	Bustan	7	Flood
		II	Sher Khan Chandio	7	Flood
		Modification-I	Kunri Memon	5	Flood
		Modification-I	Chhajro	4	Flood
		Modification-II	Nabisar	8	Flood Drought, Earth Quake
		Modification-II	Talhi	7	Flood Drought, Earth Quake
		Modification-III	Pithoro	19	Flood Drought
		Modification-III	Shadi Palli	12	Flood Drought
		II	Araro Bhurgari	11	Flood
		II	Padhrio Farm	10	Flood
		II	Satriyoon	22	Flood
		Modification-I	Samaro Road	10	Flood
		Modification-I	Samaro	7	Flood
		3	Thatta	II	Begna
II	Jati			9	Flood , Fire, cyclone
II	Buhara			11	Cyclone, high tides, fire
Modification-I	Haji Ghirano			13	Cyclone , high tides, fire, drought
II	Keenjhar			18	Flood , fire

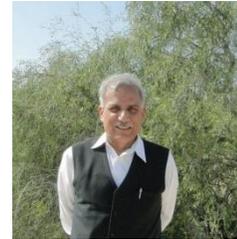
		II	Ali Bahar	9	Flood , fire
		Modification-III	Bijora	4	Flood , fire
4	Sujawal	Modification-I	Mureed Khoso	23	Rain Flood, fire
		Modification-I	Goongani	13	Flood, cyclone , high tides, fire
		Modification-I	Jhoongo Jalbani	24	Flood, cyclone , high tides, fire, drought
		Modification-I	Belo	15	Rain flood, fire
		Modification-II	Khiral	9	Floods
		Modification-II	Ladiun	7	Cyclones, High Tides
		Modification-III	Shah Muhammad Shah	5	Flood , fire
5	Badin	Modification-I	Pahar Mari	11	Rain flood, fire
		Modification-I	Chabralo	12	Rain flood, fire
		II	Bhugra Memon	21	Rain flood, cyclone , fire, drought
		Modification-I	Kadi Kazia	20	Rain flood, fire
		Modification-I	Seerani	21	Cyclone, rain flood , fire
		Modification-II	Muhammad Khan Bhurgari	8	Flood
		Modification-II	Jhandoo Shah	8	
		Modification-III	Luawari Sharif	7	
		Modification-III	Haji Soomar Abro	5	Flood
		II	Tarai	11	Rain flood , fire
		II	Gharro	12	Rain flood , fire
		II	Khorwah	15	Rain flood , fire
		II	Peru Lashari	20	Rain flood , fire
		Modification-I	Saeed Pur	14	Rain flood, fire

Annexure-III Project Management Team

A team of devoted experienced professionals managed the OFDA/USAID CBDRM Tahafuz project activities. Under overall supervision of Manager Special Projects, Mr. Bashir Anjum, the team comprised of the following members:

1-Muhammad Akbar Raza, Project Manager

Mr. Muhammad Akbar Raza, the Project Manager has a long association with rural development and disaster management. He started his professional career with AKRSP, the pioneer rural development organization in Pakistan. There he worked on different responsible positions and contributed towards livelihoods improvement of deprived communities.



He worked with UNFAO as Agriculture & Livestock Advisor, in a project for post-earthquake livelihoods rehabilitation in affected nine districts of Azad Kashmir and Khyber Pakhtunkhwa. Later he joined RSPN and managed USAID funded cash for work project in three flood-affected districts of Sindh province.

Recently he managed a USAID OFDA funded CBDRM Tahafuz Project. This project was implemented in four most vulnerable districts of Sindh province. He was responsible for overall management of this project. He coordinated with donor and partners and provided support to partners in effective implementation of the project. Under his leadership, the project field teams successfully achieved the set targets in given time.

2-Atta Ur Rehman Aziz, Capacity Building Specialist

Mr. Atta- Ur –Rehman Aziz has 15 years' experience of community development, he has vast experience of strategic planning, institutional development, social mobilization, monitoring, advocacy and networking, program design, implementation, training design and facilitation. He has implemented various Disaster Risk Reduction, Emergency Response, Recovery, Nutrition, WASH, Health and Education projects in all the regions of Pakistan.



He worked in Tahafuz Project as capacity building specialist, provided technical support in every stage of the project, and aligned the strategy based on field learnings to achieve the project goals and outcomes. He capacitated the project staff, Union Disaster Management Committees / Village Disaster Management Committees, government officials, NGO, Local Support organization (LSO), media persons, Community Resource persons (CRP) teachers and local government elected representatives on Disaster Risk Management/DRR. He provided technical support in disaster risk assessment, planning and management. He has developed various curriculum, training manuals, guidance notes and Information and Communication (IEC) materials. He intensively worked on DRR sustainability and institutionalization. His role in capacity building, technical backstopping, and quality assurance, monitoring and mentoring are appreciable.

3-Mohammad Khalil Baig, Finance Officer

Mr. Mohammad Khalil Baig has 16 years' experience of Finance and accounting starting from book keeping of private company to Multinational Organizations like, Academy for Educational Development, Mercy Corps, and Aga Khan Development Network.

He has worked with different organizations in different capacity in smooth running of organizations accounting and financial matters according to the accounting standards. He has the vast experience of monitoring the field staff and conducting the financial audits of the partner organizations. His effort towards the organization always appreciated by the management.



4-Shah Faisal, Documentation & Reporting Officer

Mr. Shah Faisal is basically a Graduate Civil Engineer and has 7 years of professional experience in design, implementation, monitoring and execution of civil projects. He has completed various multistoried buildings and hydropower projects by ensuring quality and quality control through implementation of construction codes and standards.

He worked in Tahafuz Project as Documentation & Reporting Officer and not only assisted the team in highlighting project by developing success stories, Facebook updates but also developed reports for donor sharing. He assisted the Project Manager in developing project updates for senior management. Besides this, he also highlighted project in RSPN annual and Outreach reports in consultation with Programme Officer, Communications. Being Civil Engineer, he provided technical backstopping to develop feasibility reports for schemes, Bill of Quantities and Abstract of Quantities as per approved templates and standards. He assisted the field team to execute the work at site according to the design, cross sections and drawing ensuring that structure meets DRR criteria. His role as Documentation & Reporting Officer has always remained significant.



5-Shahbaz Faiq Khattak, Monitoring Officer

Mr. Shahbaz Faiq Khattak has 12 years of experience in the field of Monitoring & Evaluation, Project Management and Institutional Strengthening. Besides serving in RSPN, he also worked with leading RSPN's member organizations i.e. NRSP, IRM, SRSO etc. During his professional career he served in different projects funded by donor i.e. World Bank, Asian Development Bank, USIAD, OFDA and GoP. His recent engagement with RSPN was as Monitoring Officer in USAID-OFDA funded CBDRM Project known as Tahafuz. The project was successfully implemented in four most vulnerable districts of Sindh province. He remained responsible for Monitoring the field activities and report accordingly to the Management at RSPN.



Here it is worth mentioning the valuable contribution of Ms. Zahid Rehman and Mr. Zaheer ud Din who worked with the Project as Monitoring Officers and moved on to avail other employment opportunities.