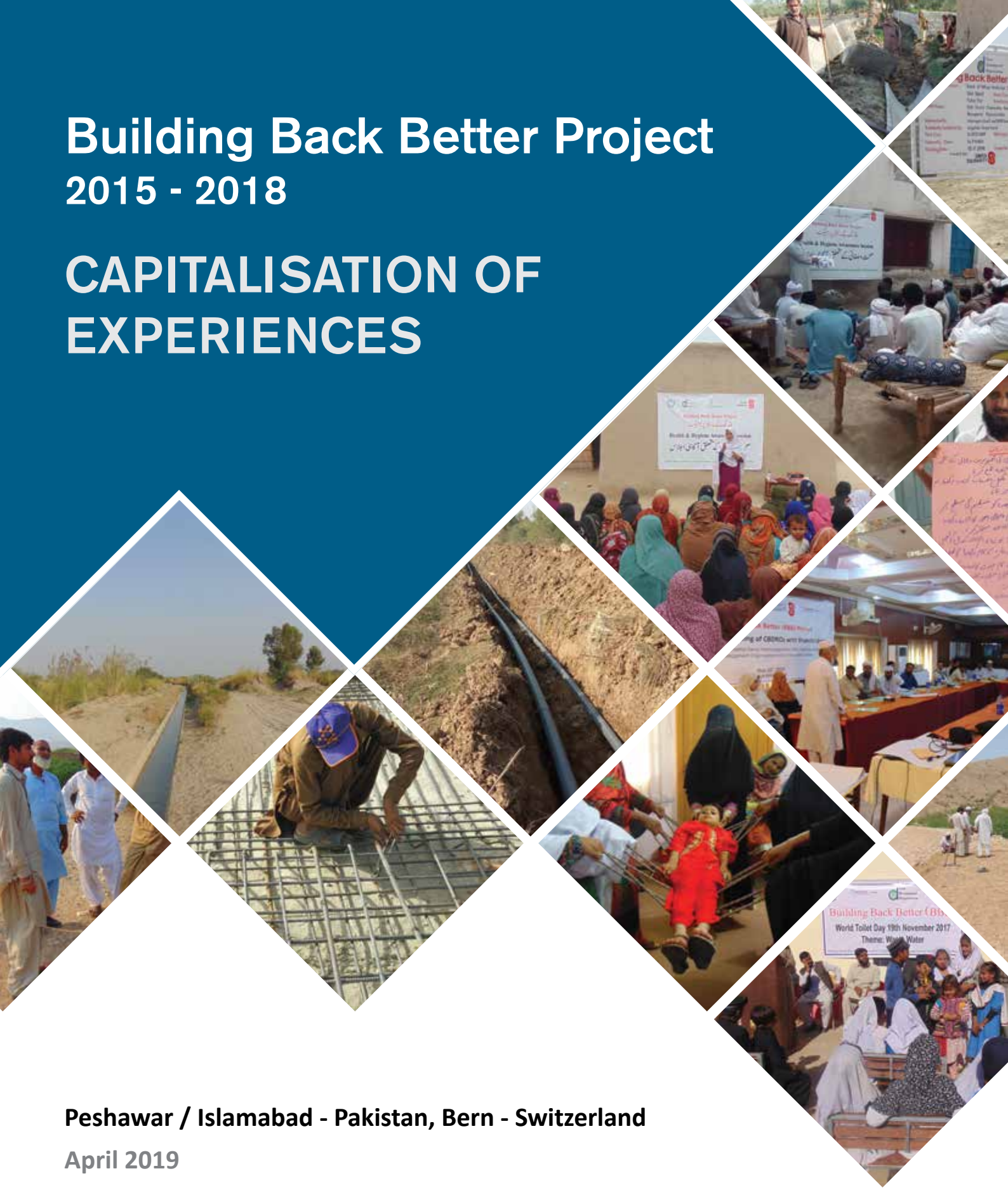
Building Back Better Project
2015 - 2018

CAPITALISATION OF EXPERIENCES



Peshawar / Islamabad - Pakistan, Bern - Switzerland

April 2019

HELVETAS PAKISTAN

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Published by
HELVETAS Swiss Intercooperation
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Abbreviations

BBB	Building Back Better
CapEx	Capitalisation of Experiences
CBDRM	Community Based Disaster Risk Management
CBDRO	Community Based Disaster Risk Management Organisation
CHF	Swiss Franc (1 CHF ~ 123 PKR)
CSPM	Context Sensitive Programme Management
DDMU	District Disaster Management Unit
DIK	Dera Ismail Khan
DRM / DRR	Disaster Risk Management / Reduction
GSE	Gender Social Equity
GLA	Government Line Agency
Helvetas	HELVETAS Swiss Intercooperation
HH	Households
H & H	Health and Hygiene
KAP	Knowledge Attitude and Practices
KP	Khyber Pakhtunkhwa
LRRD	Linking Relief and Rehabilitation with Development
LPH	Livelihoods Programme Hindukush
M&E	Monitoring and Evaluation
NGO	Non-governmental organization
PCPS	Precast Concrete Parabolic Segments
PKR	Pakistani Rupee
KAP	Knowledge Attitude and Practices
SDC	Swiss Agency for Development and Cooperation
SFDRR	Sendai Framework for Disaster Risk Reduction
SwS	Swiss Solidarity
W4L	Water for Livelihoods
VDO	VEER Development Organisation
WASH	Water, Sanitation and Hygiene

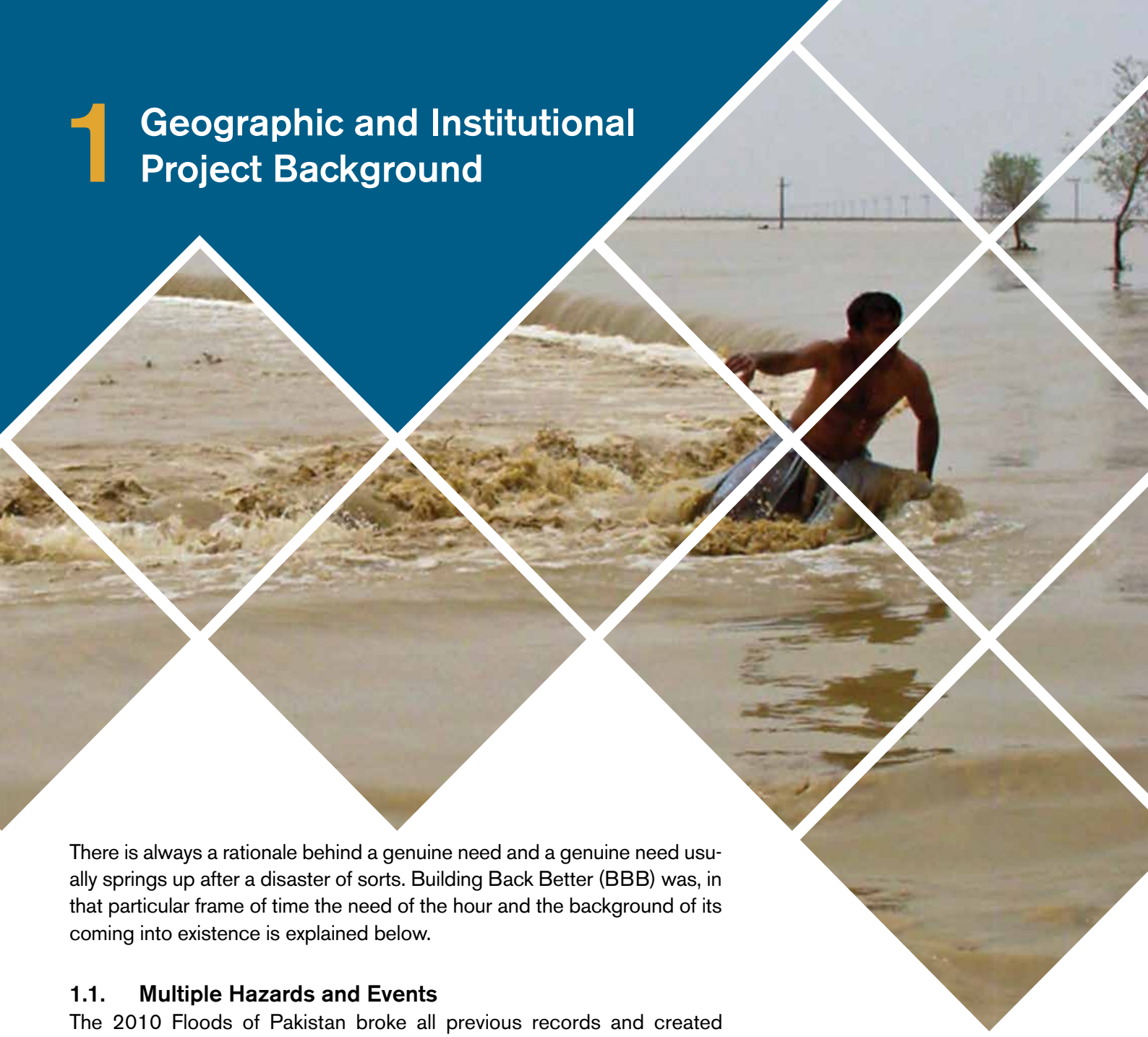
- ❖ (rhomb symbol) Key aspects, rational why it is relevant for the project
- ➔ (arrow symbol) Summary and main lesson learnt from the subchapter

Executive Summary

Building Back Better (BBB) project was implemented in the flood affected area of district Dera Ismail Khan of Khyber Pakhtunkhwa, from 2015 to 2018. Based on partners' feedback, interaction with the communities and organizations engaged in similar activities, it may be stated that the project evolved into a success story at its finish line and dealt with all the contextual challenges. The capitalization of experiences exercise was based on several interactive sessions at various levels with partners, several case studies and stories from the field, field visits and direct conversation with beneficiaries and a joint workshop where all the views were brought together to draw conclusions. The chapters are summarised as follows:

The **First Chapter** is about multiple hazards, institutional background and objective and methodology. The **Second chapter** celebrates the good collaborations and hence developed linkages amongst partners as a key point for success; wherein the collaboration mechanisms and learnings are described. **Chapter Three** sheds light on the project results and achievements, along with direct and indirect impact from the perspective of different actors. As each experience brings some learning, **Chapter Four** discusses innovative models for infrastructure as well as the trainings and other approaches that were developed, tested and rolled out, as a result of it. All these results were possible; thanks to an effective collaboration among partners and stakeholders as well as efficient human and financial resource management. The challenges and lessons learnt are presented in this chapter. **Chapter Five** is of a particular interest from a technical and economic perspective, as are the illustrative calculations of simple cost benefit analysis of selected infrastructure, with use for budgeting and advocacy purpose. **Chapter Six** explains how gender, social equity and conflict sensitivity were integrated into the project not simply as additional topics, but as interesting mechanisms to engage actors and ensure ownership with the partners. **Chapter Seven** discusses the project's diverse and multi-disciplinary intervention approach addressing multiple needs of the local communities. The concluding **Chapter Eight** highlights why the BBB project is an excellent show case for the nexus - linking relief and rehabilitation with development.

1 Geographic and Institutional Project Background



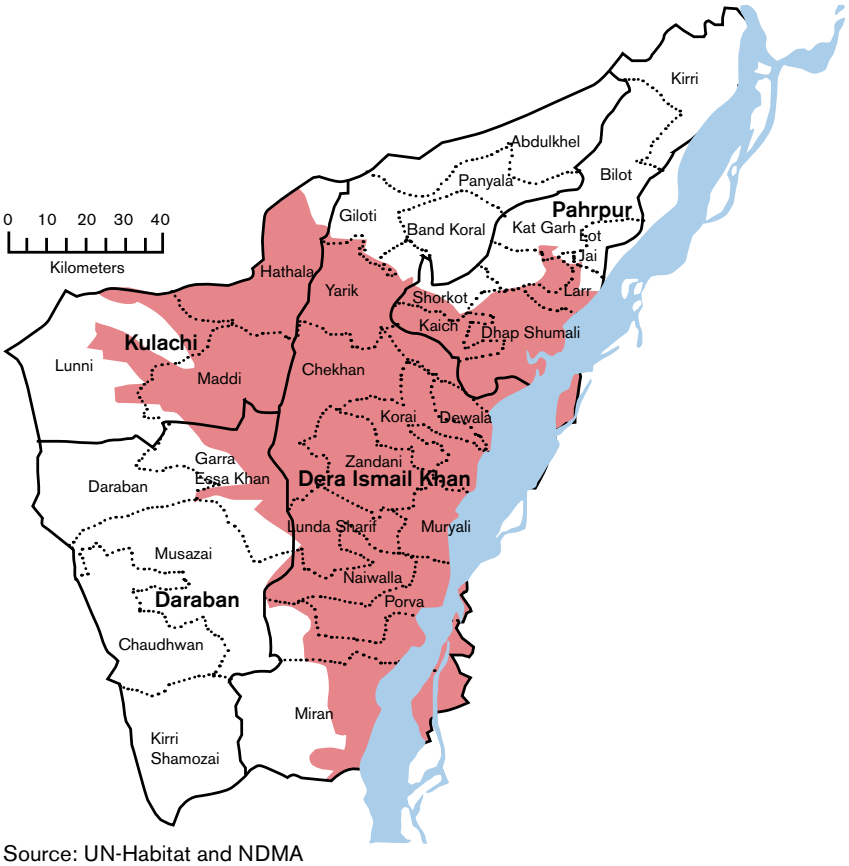
There is always a rationale behind a genuine need and a genuine need usually springs up after a disaster of sorts. Building Back Better (BBB) was, in that particular frame of time the need of the hour and the background of its coming into existence is explained below.

1.1. Multiple Hazards and Events

The 2010 Floods of Pakistan broke all previous records and created a severe humanitarian crisis. Approximately 20 million people were affected, 1.8 million houses were damaged, more than 3.85 million acres of standing crops were totally destroyed with an estimated economic loss of 117.22 billion PKR[1]. In district Dera Ismail Khan (Project designated area) about 400'000 people were affected,123 villages were completely flooded and 516 partially, the canal irrigation system was damaged upto 60%, standing crops on 74'000 acres were destroyed and 378 km (including link roads) were damaged[2], water-borne diseases were more commonly reported.

[1]Pakistan Flood 2010, PDNA Report, 2010
[2]Rapid Assessment Report Flood-affected Villages of DIK – Save the Children, presentation to Minister of KP, 2010

Figure. 1: Map of flood extension 2010 (red zones) in the project District Dear Ismail Khan (source UN-Habitat, NDMA)



Source: UN-Habitat and NDMA

Pakistan holds a ranking amongst the most disaster-prone countries in the world[3]. The rural population in Dera Ismail Khan is frequently affected by the impacts of various other hazards such as river floods, erosion, droughts, salinisation, water logging etc. These are usually extensive events of high frequency and low impact. The event of 2010 floods was unprecedented and massive in nature that affected several districts, villages and households. However since floods occur rather frequently - each 2 to 5 years – and usually without much public awareness, media coverage and support, it was important that a project like BBB not only addresses the damages caused by 2010 floods but also prepare communities to better respond to similar emergencies of varying scales in future.

1.2. Institutional Background in the Post-Disaster Context

The BBB was implemented from 2015 to 2018 in the prolonged post-disaster situation. The beginning of the project in 2015 refers to a context after the acute crisis, but still long before the pre-floods situation. The BBB project was realized with funds – raised by Swiss Solidarity and matched by Helvetas, right after the floods – as it was realised to be an excellent opportunity to bridge the gap between humanitarian and development assistance.

[3]INFORM risk index http://www.inform-index.org/

Helvetas has been working in Pakistan since 1982 mainly on development projects with few rehabilitation interventions from time to time. All the projects are conducted in close collaboration with government departments and local organizations as partners. Earlier, Helvetas offered humanitarian support through re-programming its regular development projects when humanitarian crisis emerged requiring its assistance. As Helvetas already enjoyed well-established contacts in DIK due to its long-term development presence since 1996 (horticulture and later with multi-sectoral livelihoods programmes), acquiring goodwill and support for BBB was not a major challenge. Complementing other humanitarian actors, Helvetas contributed to small relief interventions such as household roofing for shelter, food in the areas and being able to provide budget frames of its earlier initiated projects. The BBB project was Helvetas Pakistan's first explicit project in a post-emergency context with a humanitarian donor organisation.

1.3. Objectives and Methodology

This publication covers the collective experience and multiple facets of the project with the following objectives for documentation and learning:

- Collect learning, perceptions and feedback from all involved staff and project partners
- Document key interventions, results and lessons learnt
- Support the institutional memory of the project team (Helvetas, VDO, SwS)
- Provide a basis of innovative measures for replication or upscaling in similar contexts
- Reflect and improve effective intervention and collaboration mechanisms for the future projects (Helvetas as well as partners involved)

The process of the experience capitalisation entailed two main guiding questions: What was done? And how it was done, to,

- Identify results and impacts
- Deduct successful models and approaches
- Learn from failures and challenges
- Foster exchange between the project team and its partners

The process encompassed the following steps:

Preparation:

- Collect and review key documents (by the CAPEX team) and identify relevant material to answer the questions.
- Direct interaction with project partners and beneficiaries, including field visit to DIK and discussion with stakeholders in provincial capital

Workshop:

- A three days stock-taking exercise was conducted with the project team and partners from the community and government

Documentation:

- All the extracted and primary knowledge from the documents

and stakeholders was structured and elaborated in the publication

In the document, we have used two symbols in few places for highlighting the messages. These are described as follows:

❖ (rhomb symbol) Key aspects, rational why it is relevant for the project

➛ (arrow symbol) Summary and main lesson learnt from the subchapter

1.4. The BBB project in a nutshell

Main characteristics of the BBB project are summarized in the table below:

Figure. 2: Table with project key data

Project figures	Project context	Project Partners
• **Beneficiaries:** 17,543 HH in 38 villages • **Duration:** September 2015 to August 2018 • **Implementing team:** Helvetas, VDO • **Donor:** Swiss Solidarity • **Overall budget:** CHF 1.17 Mio	**Project location:** District Dera Ismail Khan (DIK) in Khyber Pakhtunkhwa (KP) province **BBB project** coverage compared to the administrative context of DIK: • 111'888 of 1.6 mio. total population • 200km² of 7'326km² total area • 3 of total 5 tehsils (municipalities) • 11 of total 49 union councils • 38 of total 469 villages	• VDO • District line departments • District Disaster Management Authority • Local Elected Representatives • CBDROs

To achieve the three outcomes, the project relies on three main components.

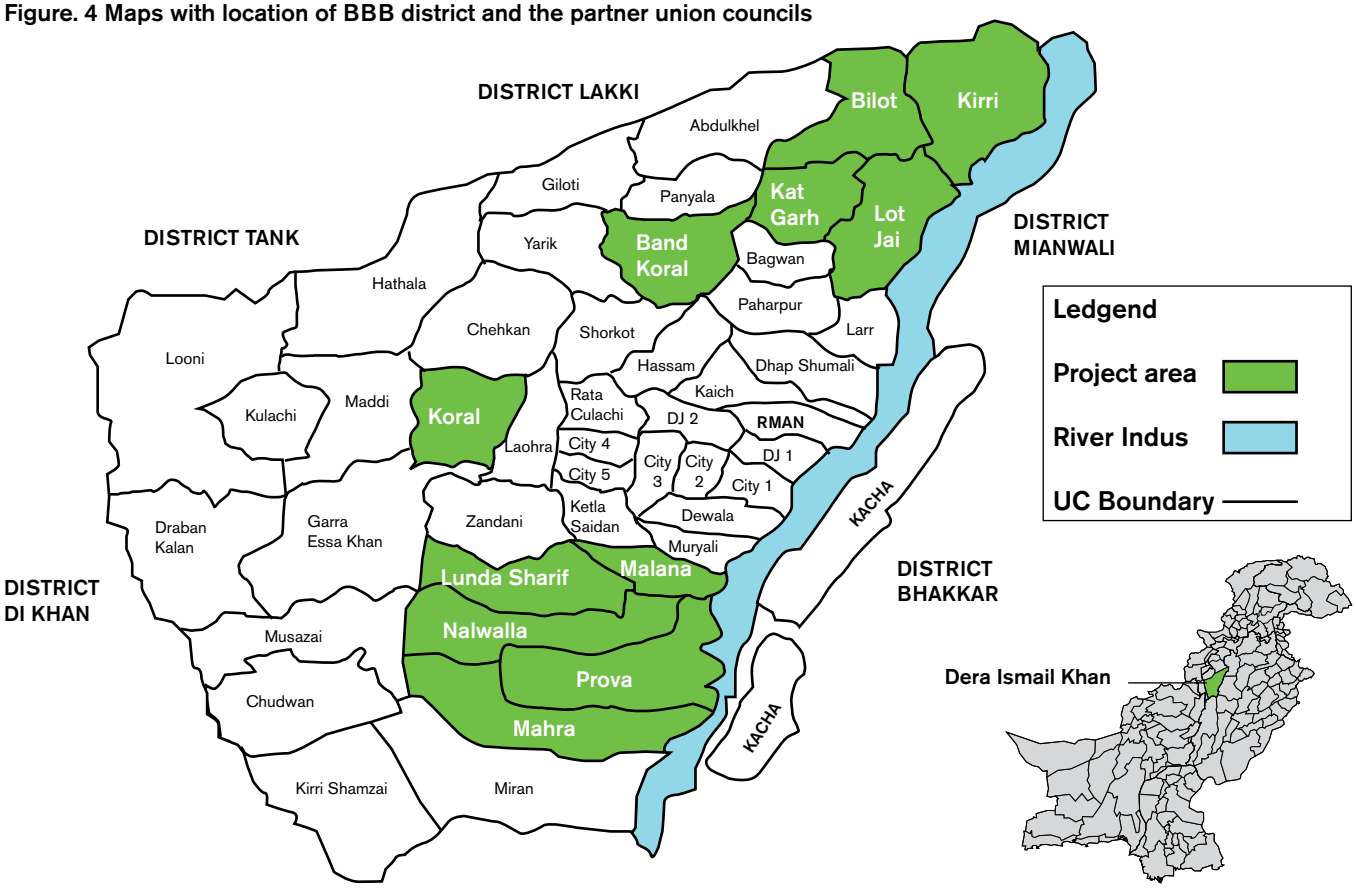
1. **WASH:** 7,630 beneficiary HH; CHF 300,917
2. **Livelihoods:** 11,146 beneficiary HH; CHF 277,162
3. **DRM:** 13'550 beneficiary HH; CHF 147,27

The BBB project may be characterized as a bridge builder project; between:

- **multiple sectors**, namely agriculture, water, infrastructure and emergency management;
- **multiple actors**, namely communities, government actors;
- **multiple contexts**, namely the 2010 post-disaster situation and "ordinary" development.

Figure. 3 Intervention approach of BBB with its three components and collaboration of actors as a central element.

Figure. 4 Maps with location of BBB district and the partner union councils



2 Main Project Demands and Challenges

Building Back Better Project has mainly built itself around collaborations, joint efforts, mutual decisions and prioritised issues. However the same has also cropped up as challenge to be faced.

- **Relevance:** the collaboration among different actors and joint actions in the project were identified as success factor No. 1. Different partners were engaged during the planning and implementation of the project with a role on operational and/or strategic level.

2.1. Positive Learnings for Replication

General **project approach**, which contributed:

- **…towards resilient communities**
- **…to shift from rehabilitation to transformation into development (LRRD)**
- **…towards safety and ease to the communities through rehabilitation of infrastructure**
- **…in identifying hard elements (infrastructure) as incentives for soft elements**

Collaboration mechanisms

BBB worked in close collaboration with the government line agencies (GLA) and communities for joint implementation especially in case of infrastructure. It also helped in joint planning and organisation of preparedness trainings in first aid & rescue. The importance of such mechanisms in conflict sensitivity and prevention through regular transparent communication cannot undermined (see 6.1). It also helped ease the approach for H&H activists who were usually the communities

and GLA (see 4.1). Moreover a tremendous confidence was observed in the women's ownership and participation (see 6.1).

DRM approach
Through the Project, community-based DRM (CBDRM) approach (see 4.1), has been introduced in the area. This has led to the establishment and recognition of local community-based DRM organisations (CBDRO) as well.

Hardware elements (Infrastructural)
The project distributed emergency kits to the CBDROs and trained selected individuals. Desperately needed latrines were constructed using model character (see 4.1) for the persons with disability; the sewage system was rehabilitated in several areas, protection walls and immensely important drinking water systems were rehabilitated/constructed.

Context and project management
The Local Government (LG) elections in May 2015 and subsequent strengthening of the LG system helped to create ownership and institutionalize the implementation process. Interaction with other Helvetas Projects especially helped in team coaching. Despite rather young project team (Helvetas and VDO), such management skills helped in smooth implementation of the project.

- For the project team, the positive BBB experiences allowed to define and test interventions as well as successful mechanisms.
- From the beneficiaries' experience, the infrastructure and trainings were most appreciated and were important incentives for a successful collaboration.

2.2. Major obstacles and challenges

Project management – (see 5.3):
BBB was a highly ambitious project (high targets, and tightly planned budget and human resources), multiple aspects were to be juggled at the same time. The establishment of CBDROs was time consuming since most of the communities were found unorganized. The project also remained cognizant of the challenge that replication of costly (infrastructural) activities after the project ends is highly improbable and therefore it was important to demonstrate best practices in minimal costs.

Community demands
At times, communities associated high expectations from the project which had to be managed. For example they wished to include building of some additional roads, pedestrian bridge, protection walls and extended targets for constructing roads and protection walls with certain lengths, number of latrines and emergency kits.

External context factors
The Project recognised certain external context factors as the norm and accordingly tried to deal with them. For instance, the authorities often

prioritized infrastructure activities at a higher level since these are politically driven in nature and are visibly tangible. The frequent turnover of leadership positions in the district government and departments remained a challenge at any step taken forward. At the same time, security context kept changing and the authorities did not encourage travelling of expatriates to the project areas. In addition, predictable seasonal challenges during implementation of the field activities was also factored in the planning.

- Identification of these challenges helped the project learn how to design future interventions. However, certain external challenges, cannot realistically be influenced and have to be simply accepted, yet it is important to be aware of these challenges and anticipate where possible accordingly.

3 Key Success Factors

The BBB has termed different project partners as the key factor to its success. Their functions, role and perceptions are summarised below:

- **Relevance:** The collaboration with different actors and joint actions in the project were identified as success factor No. 1. Different partners were engaged during the planning and implementation of the project with a designated role on operational and/or strategic level.

Figure 5: Contributing to a Successful story

The 2010 floods destroyed the entire drinking water supply system (DWSS) of village Rodi Khel, counting 805 households. Its restoration required a significant amount of funding that was beyond the budget slot available with BBB. In this case the project supported local partners to mobilize financial and human resources. It engaged the community, elected representatives and the Public Health & Engineering Department (PHED[4]) to collaborate to finally restore the entire water system. PHED provided 5100 feet pipelines out of required 12000 feet (contributing 42.5%) while the rest was restored with financial and human resources of the project, community and local government. Similar contributions were made for the DWSS[5] in village Bhirki and Saido Wali, where the contribution of PHED and provincial elected representative helped restore 40% of the DWSS' pipeline length.

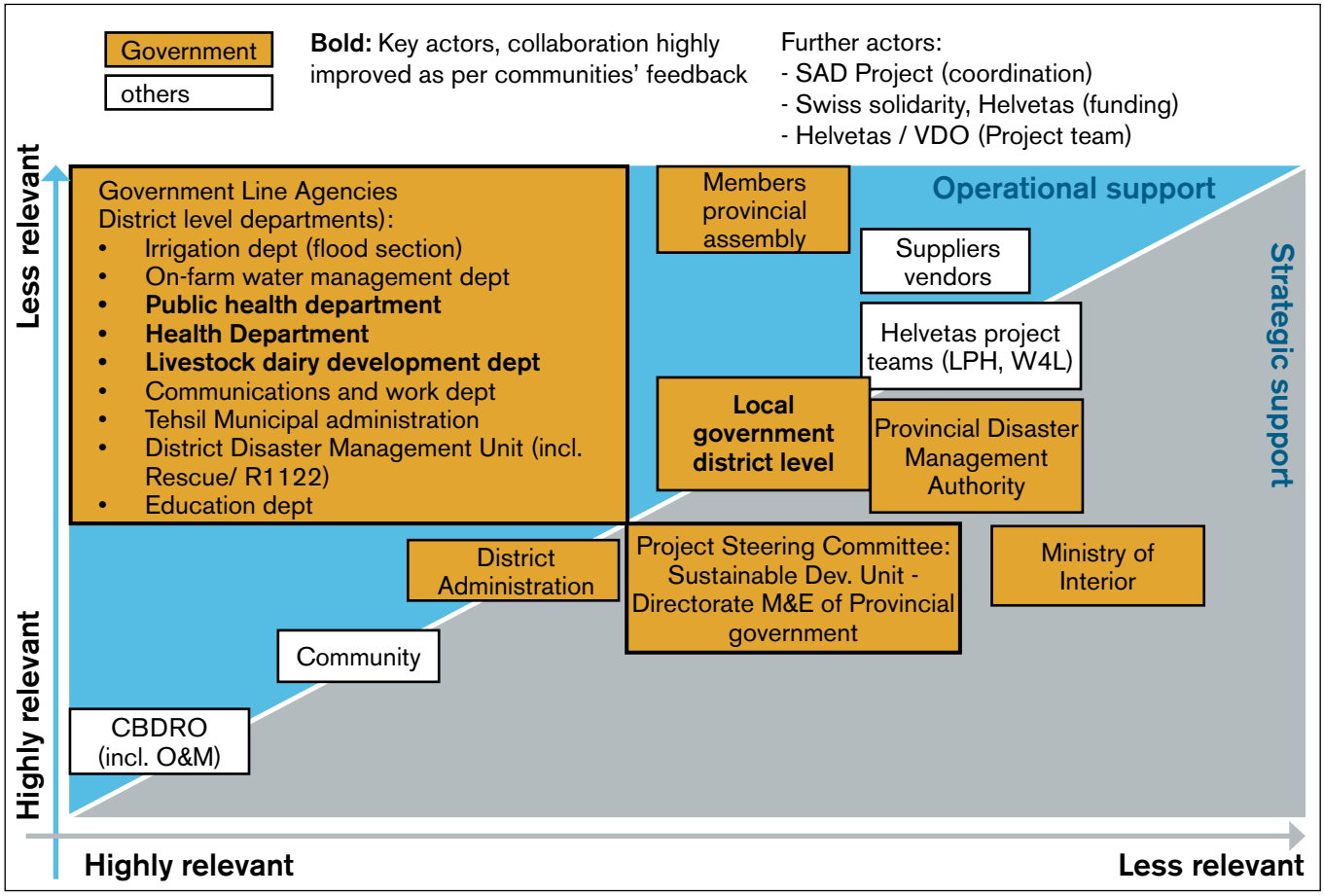
[4]Public Health and Engineering Department (PHED)
[5]Drinking Water Supply Scheme

3.1. Operational and strategic supporters

The BBB had its success based on its multiple actors with their multiple functions: the partners, the stakeholders, in short, its supporters. Some of them were termed as operative, others as strategic (depending on their involvement) but none being any less important.

- **Relevance:** the key stakeholders were identified and actively involved at different stages of the project design (needs assessment, definition of selection criteria, beneficiary selection) to its implementation (construction, trainings for O&M etc.) as illustrated below:

Figure. 5 Actor map according to their roles and relevance for the BBB project



- ➔ Strategic actors were usually not perceived as very active, though their green light / non-objection was important for the engagement of operational actors.
- ➔ Communities underlined their improved collaboration with almost all operational partners, in particular those marked in bold in the illustration above. This is an essential project achievement for the sustainability of the results.

3.2. Positive results

Different actors come equipped with different perspectives but somehow multidimensional approach is needed for a fruitful project.

- **Relevance:** Different partners and beneficiaries underlined different project results, since they have different needs and priorities.

Figure. 6: Main project benefits from the perspective of different actors

Households / individuals	Women, vulnerable groups	Farmers
• Safe drinking water and improved sewage system contributing to a healthy and clean environment • Better protection and improved preparedness to address disasters in future	• Reduced workload for water fetching • Women CBDROs have a voice in the community • Reduced hardships for persons with disability • Health and hygiene improvement • Women can provide first aid to their families	• Improved irrigation systems and access to markets • Safety through seed storage • Prevention of livestock diseases due to vaccination • Improved access to markets
Government / GLA	**Communities / CBDRO**	**BBB team and donor**
• Improved linkages between community, local government, authorities: - The improved social base for communities' (CBDRO) simplify implementation of projects for GLA. - In case of emergency swift alert, additional trained responders (DDMU/R1122) are available. • Rehabilitated irrigation schemes contribute to under-resourced workplans of the government	• DRM plans and CBDROs to manage and prevent disasters • Better equipped and prepared to respond collectively in emergencies • O & M committees to maintain infrastructure • Better understanding of the function of different Government departments • Linked with the district government	• Established relations with the community, other key actors • Learning opportunity while working in a post-emergency context • Institutional visibility and a reference case for linking relief, rehabilitation with development • Development, testing and piloting of models and innovations for replication • Showcases of cost-effective measures (see 5.1)

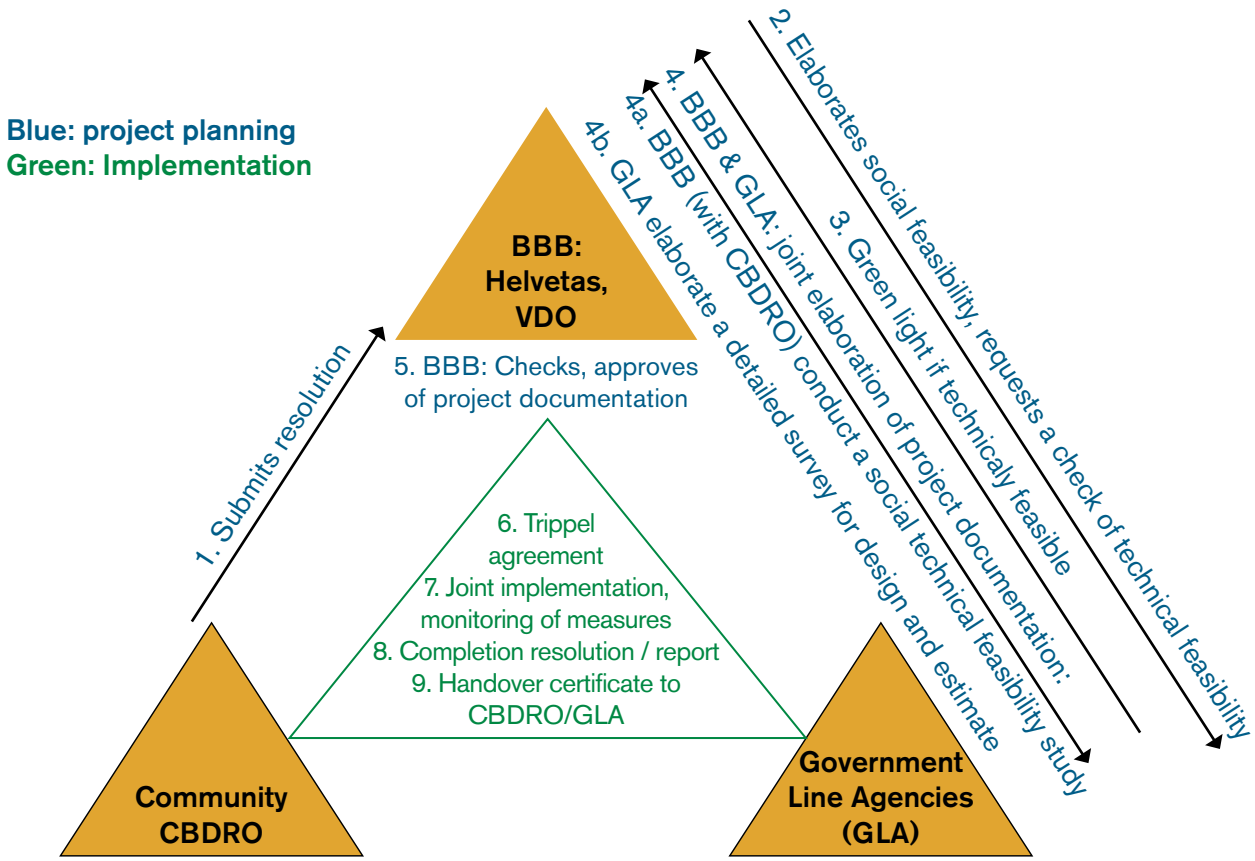
➛ These different perceptions and priorities of each partner should be kept in mind as motivating factors. In BBB project perspective, it was proactively used as incentive to steer participation and ownership during the project planning and implementation.

3.3. Collaborating from planning to implementation

The project has proved pooling resources, working as a team and co-operating with multi actors at different stages of the project. In fact the key learning of the project is that collaborations have to be tested out in the field especially when it comes to develop trust among the key stakeholders.

❖ **Relevance:** collaboration and linkages between partners cannot simply be introduced but require time and practical actions for testing. In BBB this was done through the joint implementation of operational measures, such as infrastructure, as illustrated bellow:

Figure. 7: Illustration of implementation steps fostering the collaboration between the BBB team, communities and the GLA for the construction and rehabilitation of infrastructure interventions.



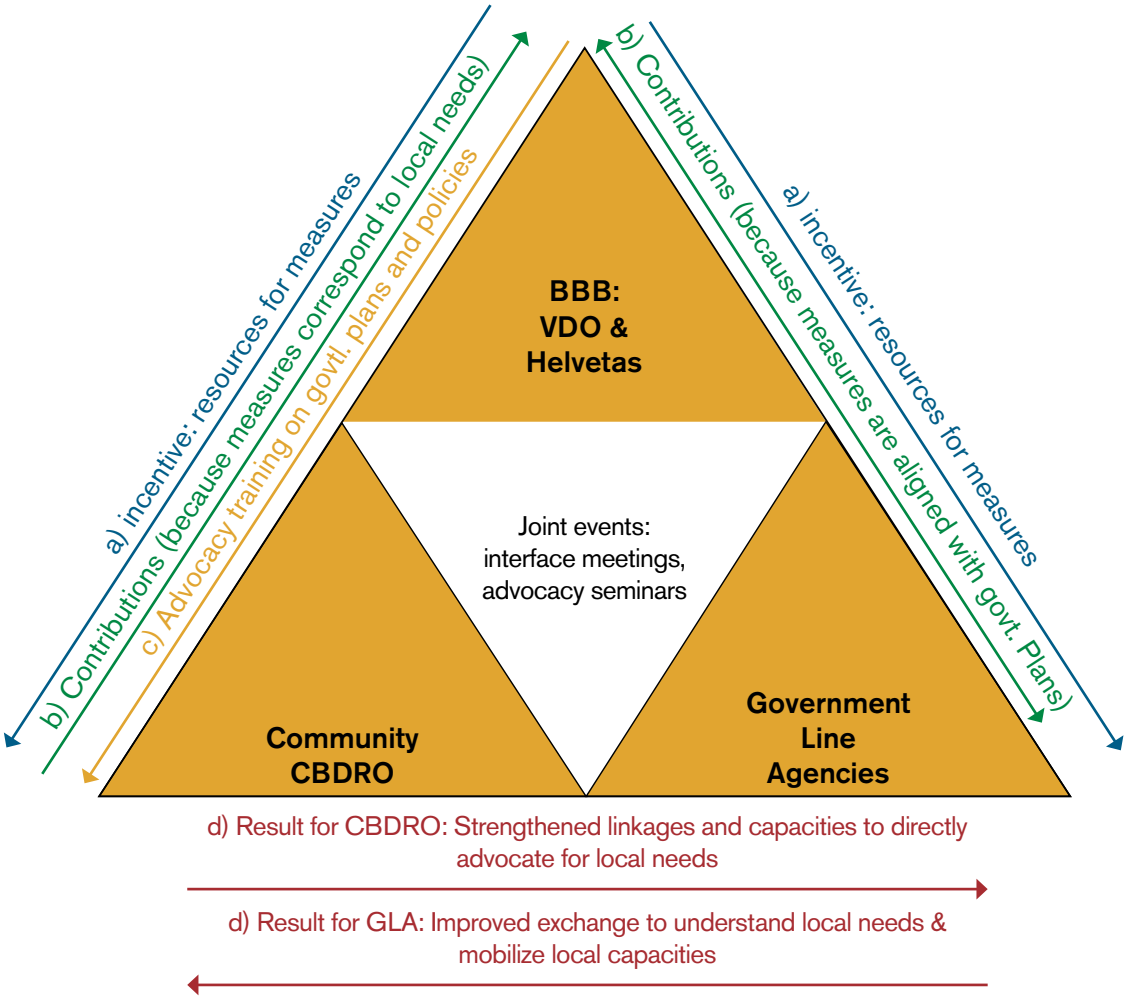
- BBB implemented all measures from the very beginning jointly with the key partners: the local communities (CBDROs) and the government. The CBDROs and GLAs were engaged as pro-active partners instead of passive beneficiary. This contributed to an improved collaboration and laid the foundations for advocacy (see 3.4).

3.4. Importance of Advocacy

Different actors come equipped with different perspectives but somehow multidimensional approach is needed for a fruitful project.

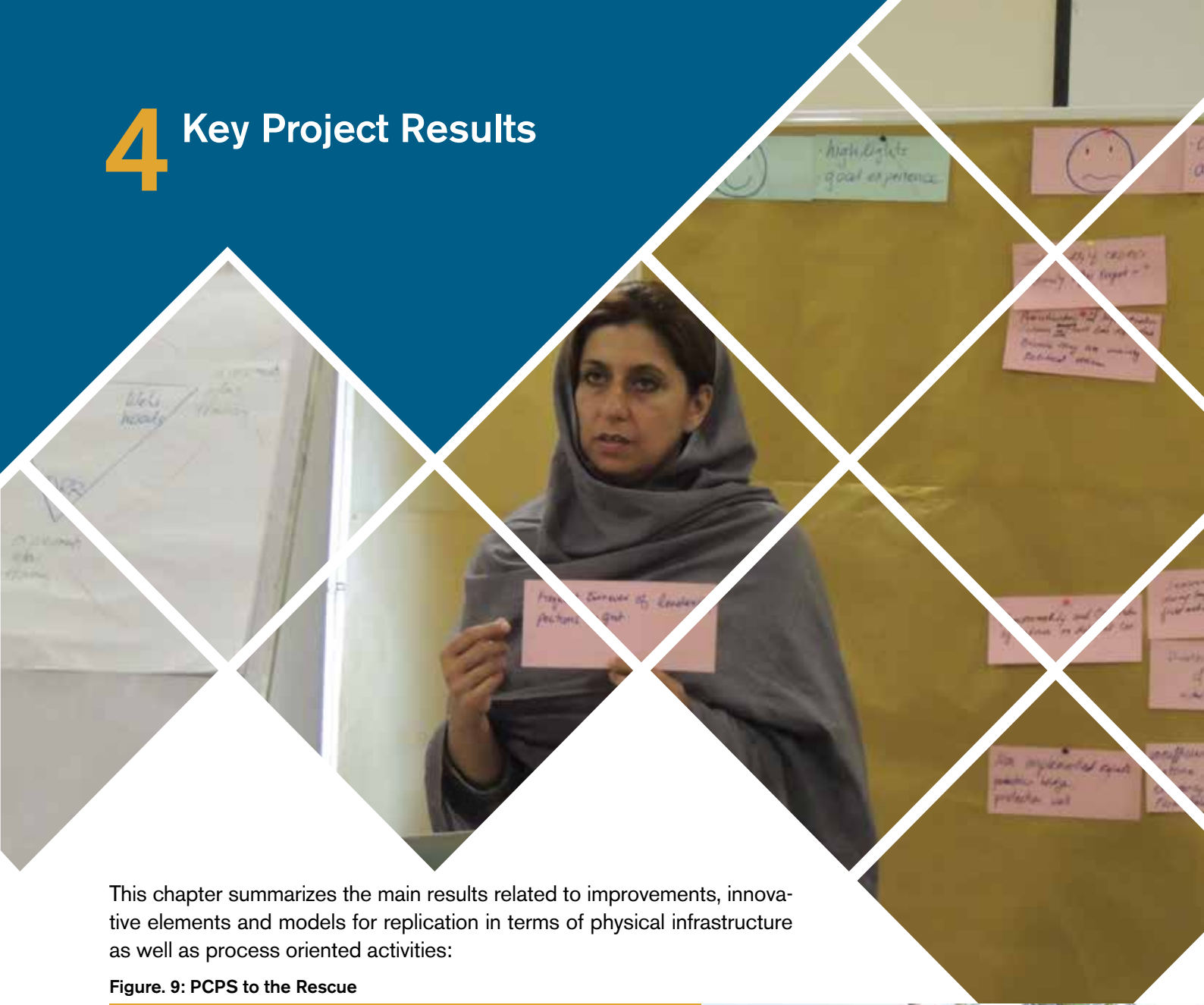
- **Relevance:** Advocacy is a crucial element to guarantee the project's sustainability. Based on the experiences from the joint project implementation (stage a, b) in collaboration with the communities and the government, the project introduced a series of advocacy related activities (stage c) such as awareness raising, trainings and thereafter joint seminars and round tables with the objective that by the end of project the communities and GLAs based on a mutual interest will directly interact (stage d).

Figure. 8: Illustration of BBB's advocacy mechanisms, based on stage a to d



- Joint implementation of operational measures was the ground for a successful advocacy mechanism, where communities were strengthened to raise their voice and interact directly with the government.
- BBB acted as a facilitator to connect communities and governmental partners for an improved communication, coordination and mutual understanding of their needs and duties.

4 Key Project Results



This chapter summarizes the main results related to improvements, innovative elements and models for replication in terms of physical infrastructure as well as process oriented activities:

Figure. 9: PCPS to the Rescue

Following the Building Back Better concept, the project introduced an improved design of construction material to rehabilitate the damaged irrigation channels. Hence new precast parabolic segments (PCPS) replaced the earlier rectangular brick masonry as PCPS have multiple advantages:

1. More efficient in terms of water flow providing better finish to a slope,
2. Saves scarce water resources from seepage and wastage as PCPS are treated and made resistant to water seepage at the time of manufacturing.
3. These are easier to build with, and require less maintenance compared to brick masonry.

4.1. Improvements and innovations

Evolving is a trait visible only in a project that is meant to be sustainable, viable yet revolutionary. Similarly, the piloted and tested elements can be used for replication in similar contexts by the BBB team and their partners.

- **Relevance:** The BBB team introduced various improved and innovative elements through:
  i) How they worked: process, methodologies, collaboration

mechanisms and
ii) what was done: measures with direct results and side effects.

Figure. 10: Innovative approaches: main steps of the CBDRM approach and the model for the upscaling of H&H trainings through activists – improved and innovative infrastructure

Introduction of CBDRM approach

1. **Establishment of CBDROs:** 70% of community: General council, Representatives for men, women, minorities, farmer and youth. Clarifications of roles & responsibilities
2. **Linkages to government (DDMU/R112):** Recognition and exchange
3. **Risk/problem assessment**⚥: Incl. mapping of hazards, vulnerabilities, capacities/assets
4. **DRM action plan**⚥:

a. Contingency plan
b. Prevention measures Incl. resources, responsibilities

5. **Implementation of DRM plan**
6. **Advocacy** for DRM in local development planning

Approach H & H activist: ToT for a multiplier effect

1. **Identification of key problems:** Pre – KAP survey based on an adjusted RANA Methodology
2. **Elaboration of training material**: for H&H sessions
3. **Training of trainer (ToT)** of H&H activists, Community members, teachers, Health/ Education departments
4. **H&H sessions** by trained activists in schools and Communities

Hardware improvements and innovations

By 2018 Rehabilitated sewage, irrigation and drinking water schemes were in improved conditions compared to the pre-floods situation 2010.

Irrigation channels were rehabilitated with improved material (round PCPS), which is cheaper, easier in installation and maintenance.

For all types of local infrastructures an O&M system was set up and trainings organized for capacity building of the O&M personnel.

Pumping out of stagnant water and filling of ditches to control the outspread of diseases, was done for the first time which helped raise the awareness around this problem and resultant negative implications on the health of the inhabitants.

Pilot model on latrine for Persons with disability

Steps:
-Assessment
-Tailor made design and construction

Results:
- Relief
- Model design
- Awareness

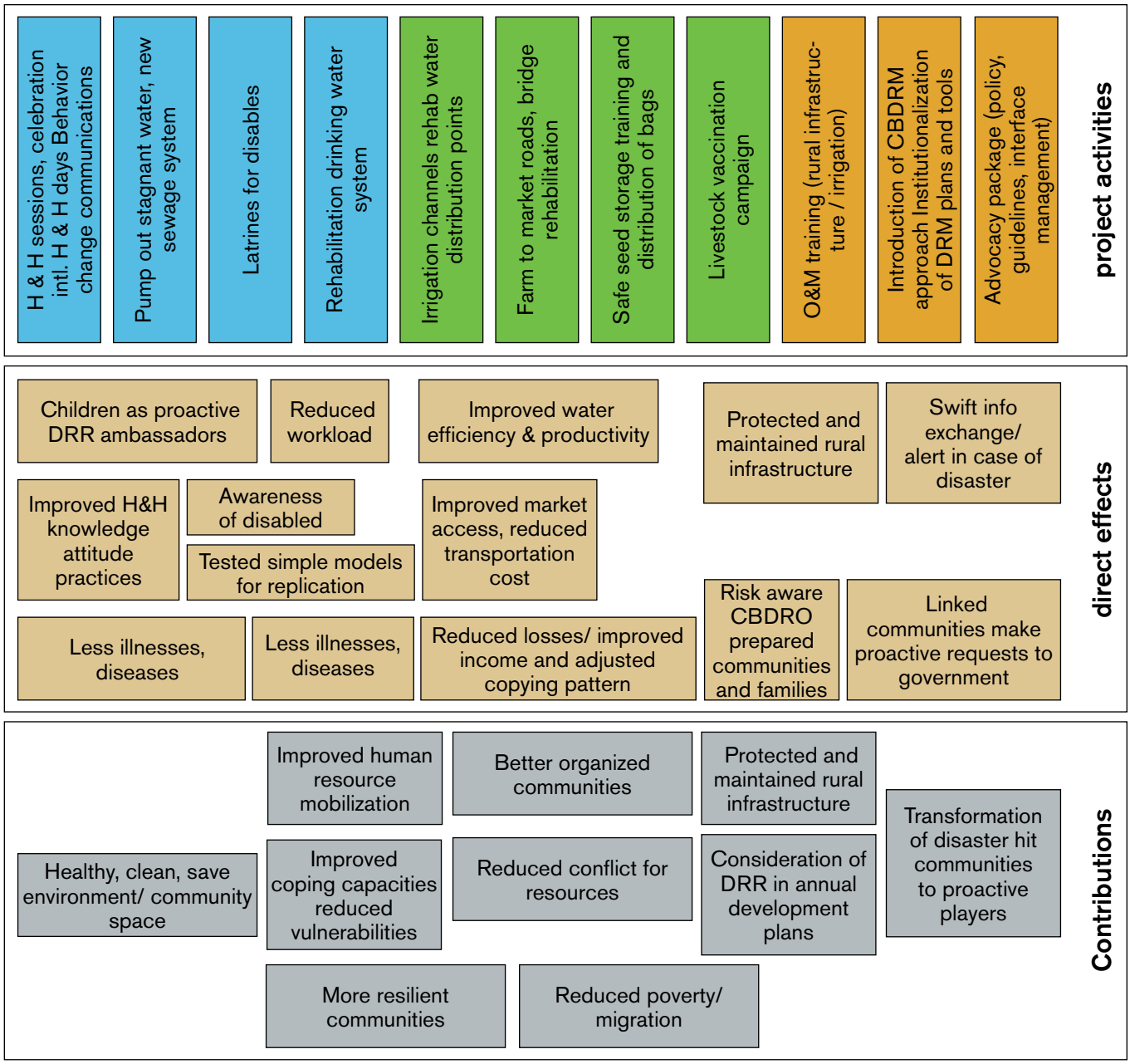
- The ToT course for H&H activists has an interesting model and multiplier effect to disseminate information at wider scale.
- The CBDRM approach for constructing the latrines and conducting H&H course were not new per se. However constructing latrines on a model designed for the persons with disability was new and thought provoking for the community making them realise the hardships faced by the persons with disabilities. The systematic introduction, on the other hand was also new to the local partners and highly appreciated.
- With the institutionalisation of project results with the CBDRO, these measures and mechanisms can be replicated by the CBDRO at the project's phase out.

4.2. BBB's impact chain

The impact chain of BBB guides to map direct and indirect results.

- **Relevance:** The impact chain helps to capture the direct project results, indirect effects and contributions towards resilience building for sustainable development. This joint analysis helped to understand the project's interventions in a holistic manner beyond the designated activities and project components.

Figure. 11: Impact chain of BBB: effects of project interventions and indirect contributions



- Based on the partners' and beneficiaries' feedback, the project interventions reached the intended direct effects (immediate results). Furthermore, it contributed to other positive effects (indirect results), which are essential for communities' environment and local development planning. With the setup and institutionalisation of the CBDRO, these initiated indirect effects have the potential to be continued beyond the project's duration.

- For the project planning and internal learning, it is important to understand the project interventions beyond activity lines or project components in order to make use of internal synergies and to foster a continuity beyond the project duration.

4.3. Replication potential

The success of a project is not measured only by how much it is achieved during its existence but also whether if the positive results shall be continued beyond the project's end.

- **Relevance:** The BBB's partner communities indicated that the following activities introduced by the project will be continued beyond the project's life by the CBDROs, since they have the required capacities, resources and motivation.

Figure 12: Overview of activities which will be continued by the CBDRO after the project's end

Use and replacement of equipment	Replication and maintenance
• Safe seed storage • Hygiene kits • First aid kits, • Search/rescue kits	• Irrigation channels • Protection structures for schemes • Rehabilitation of small bridges • Latrines for persons with disabilities • Water distribution points • School hygiene competition • Risk assessments and DRM plans • Application of jointly developed beneficiary selection criteria
Institutional embodiment	**Trainings**
• Establishment and management of CBDROs • Early warning communication with DDMU • Active participation in interface meetings with multiple actors	• Preparedness trainings for CBDROs • H&H trainings (through ToT of activists) • O&M trainings • Apex training on local advocacy • Community orientation on government's DRR /WASH policies and programmes

- The ownership and institutionalisation of the CBDROs allows continuity of established models - related to maintenance, dissemination and advocacy after the project phase out.
- Replication of expensive infrastructure is not realistic. However, through the established linkages with the government and CBDROs' improved advocacy capacities, required external resource might be mobilized.
- Among the 38 partner villages of the BBB project champion villages were identified. The key factor for success was committed CBDROs, which were characterized by a strong leadership and ownership. They had an excellent communication with the project team and managed to implement infrastructure and soft activities smoothly and timely.
- Various samples of success stories illustrate results beyond the project's objectives in terms of risk reduction or rehabilitation. Strong CBDROs can provide long term benefits for the whole village through planning and management skills, strong advocacy voices and may act as conflict remediators. They could also become "DRR ambassadors" to inspire neighbouring villages for replication.

5 Resource and Project Management

This chapter summarizes the lessons learnt in terms of the project resource management, keeping in mind that effective resource and project management serves the basis for multiple benefits.

❖ **Relevance:** In any project context resources are limited, and they have to be used to maximize benefits and results. This refers to:

i) specific interventions (sub-projects) as illustrated examples of cost-benefit-analysis
ii) the overall effectiveness of financial resources per outreach
iii) the project management closely related to human resource management

5.1. Cost benefit analysis (CBA) of infrastructure

This section illustrates three examples of new and rehabilitated infrastructures with sample data of specific but representative villages. The rough analysis quantifies only the essential elements, though the final cost-benefit ratio is a rough indicator of good cost effectiveness. See annex 2 for detail.

Example 1:
Drinking Water Supply scheme (DWSS)

The rehabilitated DWSS substantially reduced water related diseases. The comparison of pre and post KAP surveys show a substantial decrease in HH's health expenses and reduced HH costs for water fetching.

Case study data of village Rodi Khel:

- **Costs:** construction: 1'22'400 PKR/scheme or 1'522 PKR/HH
- **Benefits:** reduced health expense and avoided costs for water fetching: 21'000 PKR /HH/y
- Cost benefit ratio (over 20 years live span): 1 to 14

➛ Every PKR invested into a DWSS, reduces 14 PKR HH expenses due to reduced HH's health expenses and avoided costs to fetch water from alternative resources.

Example 2:
Rehabilitated Irrigation Scheme

The rehabilitated irrigation schemes allow an improved use of water resources, which leads to an increased agricultural production, as the BBB database, based on interactions with farmers indicate.

Case study data of village Khumani Kot 1:

- **Costs:** rehabilitation costs: 377'500 PKR/scheme, 21 PKR/HH/acre
- **Benefits:** Increased income (case of wheat production) 3150 PKR/HH/acre/year
- Cost benefit ratio: 1 to 3'000 (in case of a 20 years infrastructure live span)
  1 to 450 (in case of a 3 years infrastructure live span)

➛ Every PKR invested into the rehabilitation of an irrigation scheme leads to 450 to 3'000 PKR increased income from the additional production. The irrigation schemes are crucial productive assets. The maintenance, rehabilitation and protection are minor and can easily be covered by local (financial) resources.

Example 3:
Protection walls

The constructed protection walls protect agricultural land and buildings (423 houses, one mosque, health centre, 2 schools and 5 shops) from future extensive flooding - events of minor scale but higher frequency than the 2010 event. The benefits refer therefore to the value of the protected assets, equal to the avoided losses. With the wall the agricultural land is protected from floods occurring every 3 years and buildings are protected from floods occurring every 5 years.

Case study data of village Kirri Khisor:

- Costs: construction: 261'000 PKR
- Benefits: value of protected productive land and harvest: 32 Mio. PKR;
  value of protected buildings: 89 Mio. PKR
- Cost benefit ratio: 1 to 463 (overall)
  1 to 125 considering farmland only; 1 to 350 considering buildings only

➛ Every PKR invested into the construction of protection walls saves 463 PKR in terms of damages. The investment for such kind of infrastructure is often beyond communities' local resources, though such kind of cost benefit analysis may help the communities to request and advocate for protective infrastructure with the relevant government institution.

The simple CBA case study examples illustrate that:

- the project's financial resources in terms of hardware infrastructure were spent efficiently
- rehabilitation and construction of infrastructure should be considered by local actors as an investment rather than a cost and therefore to be integrated into local (budget) planning
- CBA can be adapted with data of other villages and used by the communities to lobby with government partners for (financial) resources for necessary local infrastructure and protection projects
- CBA does not reflect qualitative aspects, particularly the benefits in terms of capacity building of CBDRO through the participation in construction, contribution to quality of life, security from flood events etc.

The (protection) infrastructure of BBB - as considered in the CBA - aims to protect communities primarily from frequent small case disasters, as reported every 3 to 5 years with a maximum protection goal of 20 years flood event (return period). These simple local infrastructures are not designed to fully protect in case of exceptional disaster events, such as the floods of 2010. To be realistic, protection against a mega event is technically hardly feasible and economically not reasonable. However, the cumulated reduced or avoided losses of frequent, small scale floods is economically and psychologically highly relevant, especially for local communities and HHs.

5.2. Resource management

Resource management, if carried out effectively, maximises impact and replication potential of a project

- **Relevance:** The following aspects illustrate the project's efficient use of its financial and human resources:
  - The selection criteria of the beneficiaries were defined in conjunction with the local actors to target the most vulnerable.
  - Any type of hard activities (construction, distribution of equipment) were combined with "soft" activities (trainings, awareness raising) in order to not just deliver but to capacitate.
  - The project involved and capacitated CBDROs to contribute (where possible) to undertake mentored monitoring, which supported the work of project field staff.
  - Where possible a model for replication and upscaling was introduced (e.g. the ToT mechanism to multiply trained H&H activists, training of CBDRO), so the partners instead of project staff could replicate trainings.
  - Where possible the project sought for contributions by local stakeholders to increase ownership and focus on project inputs from locally available resources.
  - The financial data illustrates that in the early (post-disaster situation of the project) WASH and livelihoods activities were most urgently needed with important expenses related to hardware, particularly for rehabilitation of infrastructure. Whereas the expenses of the DRR component referred mainly to soft activities, particularly for training and advocacy activities, which allowed to anchor and institutionalize project results and beneficiaries' learnings.

Figure. 13: Cost overview per project component and beneficiary

Parameter / component [CHF]	WASH	Livelihoods	DRR	Total
Cost of hard activities	281,912	270,698	115,032	667'642
Cost of soft activities	19,005	6,464	32,239	57'708
Ratio of hard versus soft elements	14	89	3	11
Cost per household	39	25	11	41
Cost per person	4.9	3.1	1.3	5.1

5.3. Project management

The BBB like any other substantial project had multiple challenges and learnings.

- **Relevance:** Challenges faced during the project refer to planning and implementation stages related to strategic, administrative and contextual:

Challenges	Learning, adjustments and strategy for future
Targets were ambitious considering the staff and other resources.	In future: - Rationalize resources and targets even when there is a pressure from authorities and beneficiaries during planning - Mobilizing additional resources from local government was highly pertinent and useful to manage this challenge to some extent, turning challenge into an opportunity to work closely with LG.
Too rigid predefined activities per community.	In future: plan activities only at Union Council level.
No local institutions (CBDRO) existed at the start of the project.	Establishment took time, but was essential, sufficient time needs to be reserved.
Communities' expectations and needs beyond the project resources an lack of exposure of working with NGOs. Seasonal calamities, (community/farmers) calendar delayed activities.	Close and continuous communication and confidence building with communities and the GLA is crucial, including a systematic initial assessment and clear selection criteria (together with community & GLA).
Time intensive process to identify vendors for the supplies of infrastructure schemes (due to GLA policies).	This is a context specific issue and needs to be dealt with at every occasion. For DIK in future, the experience gained in BBB will remain useful for several years.
Communities cannot continue to implement cost intensive infrastructure without external funding support.	To be accepted. The CBDROs can maintain implemented infrastructure and continue with soft activities. Further, the recognized CBDROs were trained in resource mobilization and linked to key funding agencies, particularly the GLA, to advocate for external resources.
Altered conditions and costs for land levelling activities, which finally had to be abandoned.	Discussions with the relevant GLAs showed that this activity requires substantially more funding than budgeted. It's a cost intensive measure, where only few farmers can benefit. Hence, it might even create tensions amongst farmers to define appropriate selection criteria. In future, land levelling should be replaced by other activities where more people can benefit.

- These challenges were either tackled by the team through required adjustment during the ongoing project implementation or served as lessons learnt for the team and institution for future project planning.

6 Gender & Conflict

This chapter summarizes the main lessons learnt related to the crosscutting topics gender / social equity and conflict sensitivity, both of which are integral to the social and cultural norms of Pakistani society.

- **Relevance:** the project integrated aspects to engage all relevant actors, but also to ensure ownership by local actors and prevent any misunderstanding or tensions between the partners.

6.1. Gender and social equity (GSE)

- **Relevance:** Needs and concerns of the women, persons with disability and children were addressed by the project through the following elements:

GSE sensitive assessments to address the needs of women and most vulnerable groups: • KAP survey • Definition of selection criteria • CBDRM Risk assessment	Women and vulnerable groups as **beneficiaries** of various interventions: • Latrines > 100 % disabled, 44 % women • Irrigation > women heads of HHs (often represented by their sons) • DWSS > in many villages water fetching is a women's responsibility • H&H activities > care/work for sick family members is a women's task • Vaccination campaign > livestock care is a women's task
Inclusion in specific activities: • H&H activists ToT • CBDRM training • Elaboration of the DRM action plan	**Representation in institutions:** • Women's CBDRO • Health activities ("lady health visitors", women teachers)

➛ Women and most vulnerable groups were involved in the project from the very beginning in order to plan interventions according to their specific needs. The women CBDROs were engaged and strengthened as proactive actors.

Fig. 14: Hygiene Matters

Samina Bibi from village Juma Sharif is disabled by birth. She faces many difficulties in her daily life, particularly when using an ordinary latrine. With the construction of a tailor-made latrine considering her specific needs, she can now use it without any external support and can independently maintain her privacy and hygiene. This is a significant improvement for her daily life and her self-esteem. Further, through the initial survey and the construction of a series of other tailor-made latrines, people in the village became more aware about the existence of people with disabilities and their specific needs. In the village Juma Sharif some people even replicated such tailor-made latrines with their own resources.

6.2. Context[6] sensitive project management (CSPM)

Context sensitivity is crucial where complex traditions, cultural ethos embedded in history and religious norms determine people's lifestyle.

❖ **Relevance:** CSPM is crucial for staff security and for a smooth and successful project implementation. CSPM is not only a task to comply but rather a mechanism to improve project's achievements as illustrated below:

Application of CSPM for **project planning and implementation** based on Helvetas' three steps field guide[7]:	**Positive side-effects** through improvement of collaboration and results due to CSPM:
• Analysis of potential negative side-effect of each activity (e.g. protection walls that might deviate floods) • Awareness raising and trainings with staff • Respect of cultural norms • Continuous security assessment, communication with local actors	• Clear assessment at project start (incl. potential conflict assessment) • Joint definition of selection criteria with communities and the GLA • Close coordination and communication with the GLA and communities, particularly for beneficiary selection • Strengthened CBDROs as locally recognized institution for conflict mediation • Completion of pre-existing inappropriate protection walls (situation of conflict potential) see Fig.15)

➛ The project team considered CSPM as a useful mechanism to support implementation, which resulted in positive side-effects, with examples where CBDROs acted as mediators to reduce local conflicts.

Figure.15: Incomplete flood protection structures were complemented by the project to prevent potential conflicts.

[6] In the context of Pakistan, the term context instead of conflict is usually used.
[7] https://www.helvetas.org/Publications-PDFs/field_guide_working_in_fragile_and_conflict_affected_situations.pdf

7 A Conceptual Analysis

This chapter provides an overview of lessons learnt at the more conceptual level with coverage of multiple needs and aspects. Most aspects were not explicitly intended, though they might be useful for the design or future project interventions.

7.1. A comprehensive local contribution

The Project served as a comprehensive local contribution to the international DRR framework.

- **Relevance:** The international framework in DRM (Sendai Framework for DRR - SFDRR) provides with its four priorities for action, a balanced guidance on how to promote DRR at international but also at local level. The review of BBB with the lens of SFDRR[8] showed that the interventions under the BBB project covered all four priorities.

[8] https://www.unisdr.org/files/44983_sendaiframeworksimplifiedchart.pdf

Figure. 16: BBB project intervention classified by the four priorities of SFDRR

I) Risk understanding	II) Institutionalisation of DRM
• Pre/post KAP survey • Village DRR assessments • Selection criteria based on risk profiles	• Establishment and recognition of CBDROs • Local recognition of DRM plans • Improved linkages between communities and government for request and implementation of measures (GLA) and for early warnings (DDMU/ R1122) • Interface seminars for advocacy, incl. orientation on government's programs and duties
III) Risk reduction for resilience building	**IV) Preparedness**
Rehabilitation and protection of infrastructure: • Irrigation channels, water distribution points, small bridges / farm roads, protection structures, seed storage • Training on infrastructures O&M **Disease risk reduction:** • Latrines, sewerage systems, drinking water supply • Pumping out of stagnant water • Livestock vaccination • H&H sessions, school competitions, behaviour change training	• Search & rescue, first aid trainings, incl. distribution of equipment • Elaboration of contingency plans incl. local early warning systems

➛ A systematic risk assessment for a sound understanding (I) is a crucial entry point in DRM. Risk reduction and resilience building measures (III) helped communities to restart and protect their livelihoods activities. With the preparedness measures (IV) communities are enabled to deal with a major disaster event.

➛ The institutionalisation of the project's results (II) is often less visible but highly relevant to ensure the continuity of activities and results at the project phase out. The high relevance is of the improved linkages between communities and government institutions, this fact was underlined by all project partners and staff.

7.2. Complementarities and combinations of multiple interventions

As mentioned previously the multiple interventions undertaken by BBB made it into a tri-dimensional undertaking:

❖ **Relevance:** With its three components in WASH, Livelihoods and DRM the project covered a diverse set of interventions and partners. Though it is important to understand the whole picture including linkages and complementarities of different project interventions, as summarized in this section.

- **Combination of hard and soft interventions:**
  Rehabilitation of infrastructure was combined with trainings for construction and O&M. Distribution of kits (hygiene, first aid) was part of awareness raising and training sessions.
- **Complementarity of risk reduction and resilience building measures:**
  Based on local resources risk reduction measures were carried out under the lead of the CBDROs. Particularly the WASH and livelihoods interventions, which contributed to improved local health/hygiene conditions and the agricultural production strengthened communities' resilience towards natural disaster but also towards other contextual challenges.
- **Validation of traditional know-how, turning disasters into opportunities:**
  Rudh Kohi is a traditional water management and irrigation technique. It refers to big surfaces with embankments, which are strategically ruptured to let the water flow downstream and irrigate the fields through a conveyance system. These traditional systems can retain or delay flash floods and make use of the water for irrigation. Hence, Rudh Kohi actually transforms disastrous floods into valuable water resources. This type of irrigation is practiced in many regions including Helvetas' project area of the Water for Livelihoods (W4L) initiative in DIK. When rehabilitating the irrigation system, the BBB project fostered and improved this traditional know how. This experience enriched and complemented Helvetas' approach to foster traditional systems and know-how based on local resources.

8 Conclusion - Linking Relief and Rehabilitation with Development

This last chapter concludes the experience of the capitalisation process and its present document with a reference to the concept of "Linking Relief and Rehabilitation with Development" (LRRD).

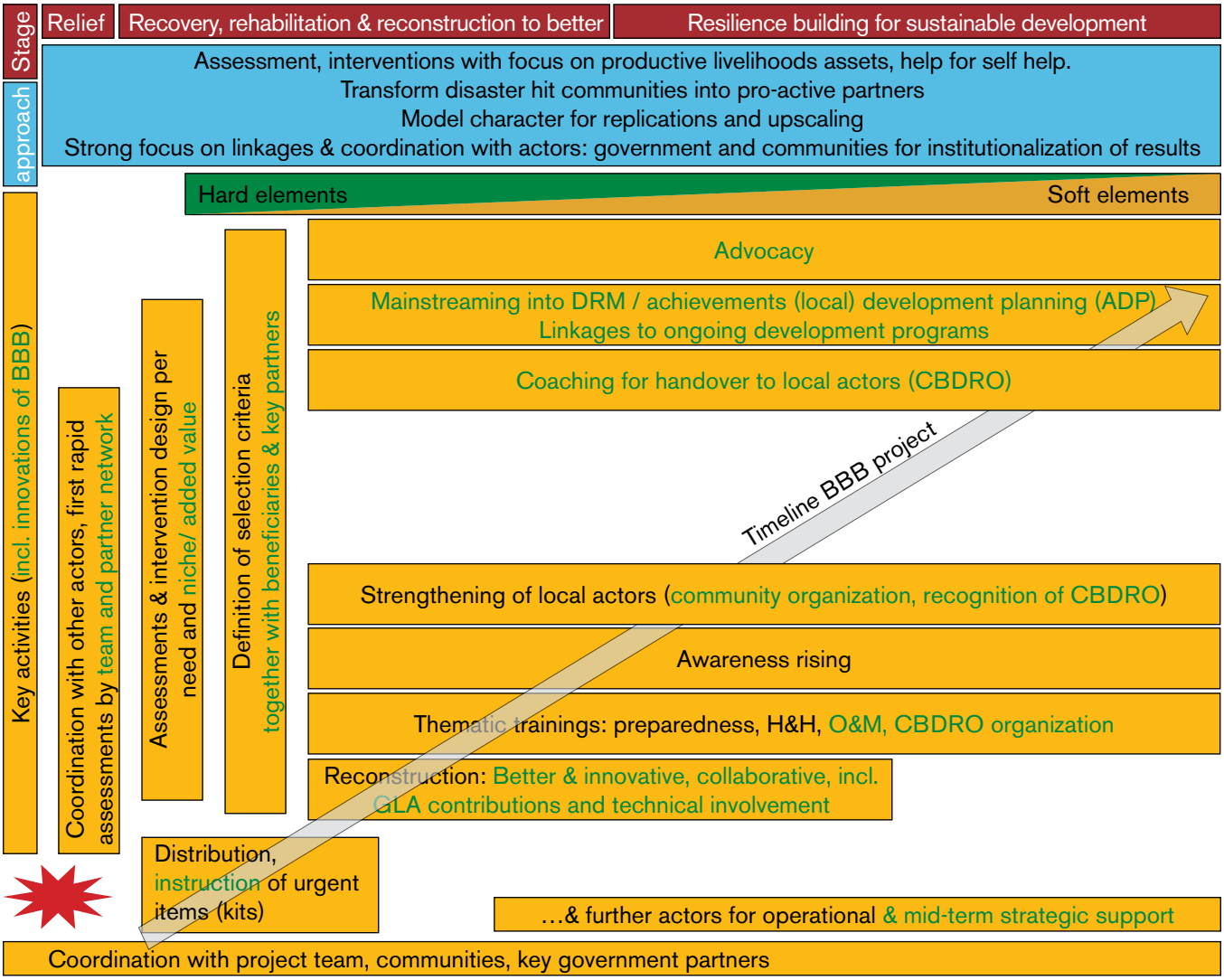
- **Relevance:** The idea of LRRD is not new, it emerged in the1980s and refers to the need of a smooth transition between emergency/post-disaster interventions towards sustainable and resilient development. The BBB project is an excellent illustration for LRRD as it built a bridge between two contexts:
  i) Humanitarian context: Post-floods 2010 situation; it uncovered urgent needs, catered to the damaged infrastructure, saw to the not yet recovered local production, dealt as a humanitarian donor institution.
  ii) Development context: 3 years intervention (2015-18), no life threatening humanitarian crisis situation evolved, government has almost reassumed its tasks as of pre-floods, project team came through with experience and linkages to development actors.

The unique elements of the BBB project towards LRRD and resilience building are:

- Intervention focus on **productive livelihoods assets** aiming at **assistance** for self-help
- Transformation of disaster hit communities into **proactive partners**
- Establishment and testing of **models for replication and upscaling**
- Strong focus on **linkages and coordination between communities and government** for the **institutionalization of results**

The transition of the BBB project interventions from post-disaster towards development is illustrated in the figure below.

Figure. 16: Illustration of the activities on the project timeline bridging from the post-disaster situation to local development planning

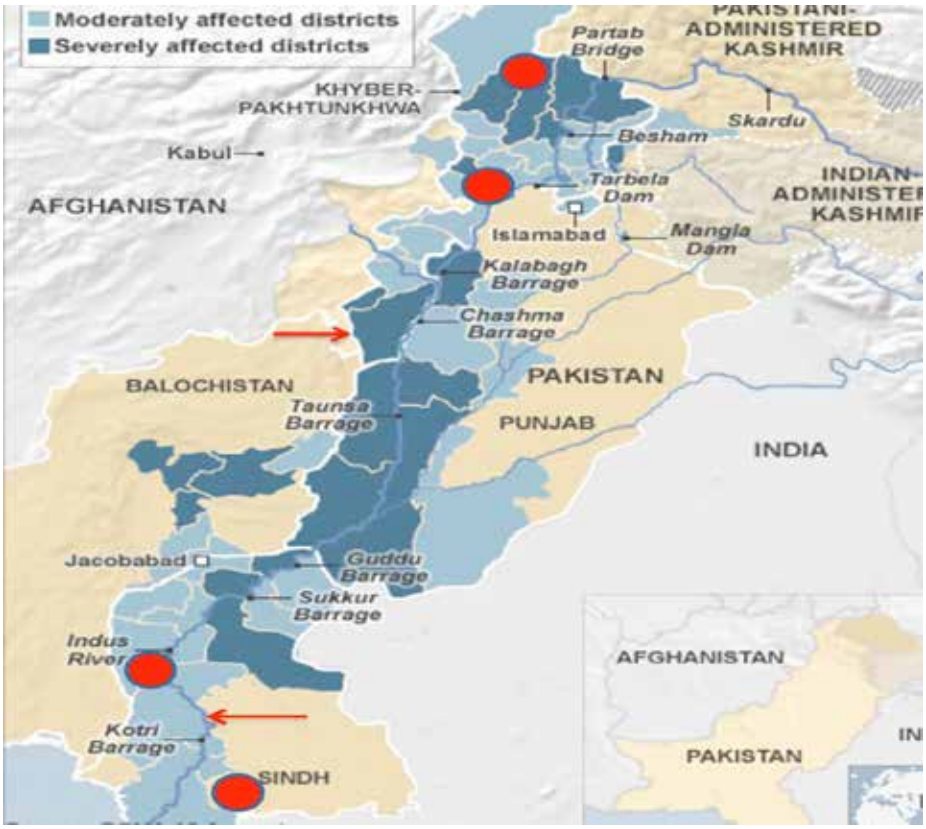


The main project activities are mapped along the project's timeline (grey arrow). The project started with a focus on "hard" elements (rehabilitation of infrastructure etc.) with a transition to "soft" elements in terms of capacity building. Some of the interventions (marked in green colour) are rather atypical for a post-disaster humanitarian project but have an important added value since they guarantee linkages towards resilience building for a sustainable development. The interventions towards the project end, by strengthening local institutions – the CBDROs – through coaching, advocacy and linkage with governmental institutions, was the recipe for positive change and for results beyond the project.

9 Annexes

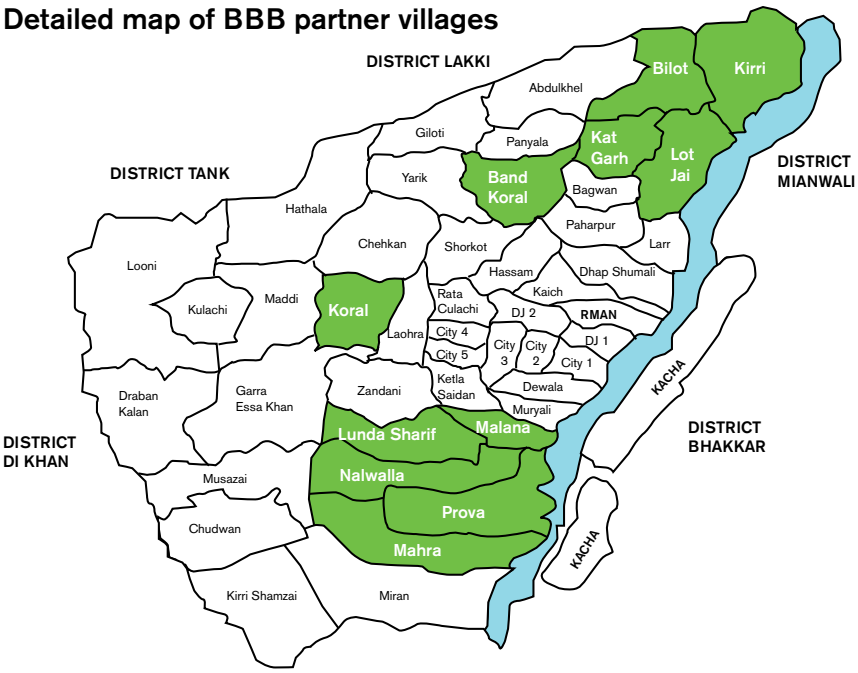
Annex 1 : Maps

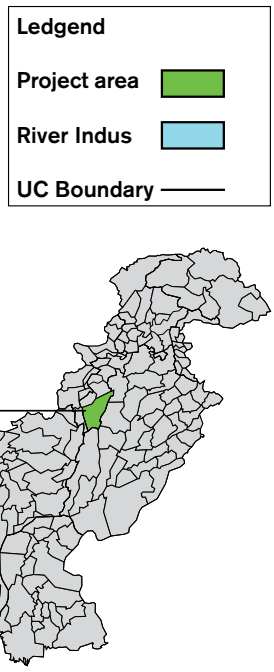
Map of Pakistan floods 2010 (incl. red dot of Khyber Pakhtunakhwa of the BBB project region),



Source: International Development Research Centre

Detailed map of BBB partner villages





Annex 2: Cost Benefit Analysis

(green elements highlighted are presented in the Capex text)

Rapid Cost-Benefit-Analysis (CBA)			all amounts in PKR (1CHF = 123.5 PKR)				date 17.09.18	
Example 1: Drinking Water system scheme (DWSS) (data Rodi Khel village)								
CBA-approach: reduced HH expenses for health costs, droppped costs for water fetching (necessary before DWSS)								
Parameter for costs	**unit**	**data**	**Parameter for benefits**	**unit**	**data**	**Cost benefit ratio**	**unit**	**data**
Material	PKR	660,743	Number of HH	HH	805	total cost	PKR/HH/20 years	1,522
Transportation	PKR	220,147	Health Expenses before implementation	PKR/year	8,000	total benefit	PKR/HH/20 years	21,000
Labour (incl. community contribution)	PKR	324,300	Health Expenses after implementation	PKR/HH/year	7,500	**benefit : cost ratio**	**-**	**14**
Machinery equipment	PKR	15,000	**Reduced yearly health expenses**	PKR/HH/year	500			
training costs O&M	PKR	5,187	**Saved costs for alternative water source**	PKR/HH/year	550			
Lifespan (design period)	years	20	water fetching by bicycle	PKR/HH/month	30			
Construction cost	PKR	1,225,377	piad water fetching service	PKR/HH/month	37.5			
Constructiuon cost per HH	PKR/HH	1,522	water fetching by car	PKR/HH/month	25			
			Health and water feching: saving over 20 years	**PKR/HH/20years**	21,000			
non considered costs:			**non considered qualitative aspects:**					
maintenance, H&H training sessions			Reduced workload up to 50% time saving, improved hygiene situation					

Example 2: Rehabilitated irrigation scheme (data Khumani Kot 1)								
CBA-approach: increased productivity								
Parameter for costs	**unit**	**data**	**Parameter for benefits**	**unit**	**data**	**Cost benefit ratio**	**unit**	**data**
Material	PKR	216,477	Increased water > production > income	%	3	considering 20 years livespan of scheme:		
Transportation	PKR	72,184	income before scheme rehabilitation	PKR/HH/acre/y	105,000	total costs	PKR/HH/acre	21
Labour (incl. com. contribution)	PKR	49,635	income after scheme rehabilitation	PKR/HH/acre/y	108,150	total benefits	PKR/HH/acre/20y	63,000
Machinery equipment	PKR	34,000	increased yearly income	PKR/HH/acre/y	3,150	**benefit : cost ratio**	-	**3,029**
Training costs O&M	PKR	5,187	increased income during livespan	PKR/HH/acre	63,000			
Total rehabilitation cost	**PKR**	**377,483**				considering 3 years livespan of scheme:		
Irrigation scheme surface	acres	165				total costs	PKR/HH/acre	21
Number of beneficiaries	HH	110				total benefits	PKR/HH/acre/3y	9,450
Unit costs for rehabilitation	**PKR/ HH/ acre**	**21**				**benefit : cost ratio**	**-**	**454**
Livespan (design period)	years	20						
			non considered qualitative benefits:					
non considered costs:			Reduced water conflict potential, Improved scheme requires less maintenance					
O&M running costs, loss in case of disaster (neither not considered in the benefits)			trained farmer for O&M					

Example 3: Construction of protection walls (data Kirri Khisor village)								
CBA-approach: avoided damage/protected assests by floods								
Parameter for costs	**unit**	**data**	**Parameter for benefits**	**unit**	**data**	**Cost benefit ratio**	**unit**	**data**
Machinery (work time)	PKR	192,000	**protected productive land**					
Labour (incl. community contribution)	PKR	42,240	Surface of productive land (protected area)	acres	125	total costs	PKR/20 years	261,427
Equipment	PKR	22,000	Value of protected productive land	RPS/125 acre	55,000,000	total benefits	PKR/20 years	121,083,333
Training costs O&M	PKR	5,187	5% loss of land value per flood event		2,750,000	benefits for farmland	PKR/20 years	32,083,333
Construction costs	PKR	261,427	Value of harvest (standing crop)	RPS/ acre	110,000	benefits for buildings	PKR/20 years	89,000,000
Livespan (design period)	years	20	15% loss of harvest per flood event	RPS/ 125 acre	2,062,500			
			sum avoided loss (harvest and land)	RPS/event	4,812,500	**benefit : cost ratio (overall)**		**463**
non considered costs:			Damaging flood events in 20 years (every 3 years)	-	6.7	**benefit : cost ratio (only farmland)**		**123**
O&M running costs			**sum avoided loss of harvest/land**	RPS/20 years	32,083,333	**benefit : cost ratio (only buildings)**		**340**
non considered qualitative benefits:								
Main access road for 423 HH to schools, hospital and market			**protected buildings***					
Duration without classes			Number of protected houses	houses	423			
Access to health facilities, avoided indirect health hosts			House damage per flood event (5% building value)	RPS/house	50,000			
Security and relief for beneficiaries			**Sum of avoided damage, ie. protected houses**	PKR	21,150,000			
Continuation of function (school)			Value of schools	PKR	5,000,000			
O&M training			Numer of schools	-	2			
Capacity building for replication of mud protection wall			Avoided damage of 2 schools (7% building value)	RPS/2 schools	700,000			
Increased value of land/house			Value of health unit (serving 423 HH)	RPS	1,500,000			
			Avoided damage Health unit (10% building value)	RPS	150,000			
			number of shops		5			
			Value of shop		200,000			
			Avoided damage shops (15% building value)	RPS/5 shops	150,000			
			number of mosques		2			
			value of mosque		500,000			
			Avoided damage of 2 mosques (10% building value)		100,000			
* value of loss is based on reports of flood event 2010,			**sum avoided loss all buildings**	RPS/event	22,250,000			
comparable loss can be expected for 5-years flood event.			Damaging flood events in 20 years (each 5 years)	event/year	4			
			Total avoided loss of all protected buildings	RPS/20 years	**89,000,000**			

Annex 3: Logframe

Strategy of intervention	Key indicators
Project objective To contribute to the restoration and improvement of the resilience of flood-affected people in DI Khan so that they will be able to withstand and minimize future disaster risks to their lives and livelihoods	
Outcomes	**Outcome indicators**
1. The WASH situation of flood-affected population is restored, with appropriate infrastructure and knowledge, attitude and practices to minimize and possibly prevent epidemics	- 3,000 HH have improved access to safe water for drinking and domestic use. - 4,759 HH report improvement in Wash situation with the rehabilitation of CPI. - 70% of 8,000 individuals report adopted improved personal hygiene behaviour and practices - Among 8,000 children, women, men, a 25% decrease in prevalence of diseases due to improved hygiene and sanitation practices. - Annual health expenses per hh are reduced by 10%
2. Livelihood assets of flood-affected HH are restored and their vulnerability is reduced.	- 10,098 vulnerable HH are (in)directly benefitting from restored livelihood sources - 10,098 HH reporting 25% increase in income from reclaimed land, improved irrigation infrastructure and improved agriculture and livestock practices.
3. Community's resilience and preparedness to respond to and manage future disasters effectively is improved	- 30 CBDROs well prepared, for swift action at local level in disaster situation in villages (few villages have 2 CBDROs) - Disaster response mechanism established for 29,000 women/men and 73,000 girls/ boys - 26 villages/communities reporting a sense of safety from disasters due to DRR measures adapted in the target areas - 60% damages from disaster risks reported to have been saved (in Rs.) - long-term outcome - 14'644 HH profit from the DRR activities
Outputs (deliverables)	**Output indicators**
For outcome 1	
1.1 Community physical infrastructure (WASH) is repaired and rehabilitated	- 18 DWSS/Pipelines/Water tanks/ Hand pumps repaired and rehabilitated. - 150 HH with persons with a physical disability having latrines repaired/constructed. - 28 sewerage systems cleaned and rehabilitated. - 18 waste water ponds pumped out and filled. - 33,000 persons benefit (in)directly form repaired/rehabilitated CPIs and latrines.
1.2 Flood affected community members are trained on H&H	- 8,000 women and men, boys and girls provided with H&H education. - 150 hygiene kits distributed (for trainings). - 3 schools per tehsil awarded with annual clean environment and children prize
For outcome 2-	
1.1 Damaged infrastructure, hindering poor farmers to resume their livelihoods, is recovered (rehabilitation).	- 53 irrigation channels and culverts cleaned and rehabilitated. - 15 water distribution points rehabilitated. - 5,300 acres of land having water for irrigation. - 11 villages with improve farm to market roads. - 21 small bridges repaired and restored. - 31 villages and 10,000 farmers benefited from these interventions.
1.2 Flood affected farmers' resilience is enhanced and their livelihoods are improved; by adopting the improved farm/ livestock management technique	- 1,000 Acres of land restored/levelled. - seed availability is improved due to 46 storage facilities constructed in 29 villages - livestock losses due to diseases and premature deaths reduced
For outcome 3	
1.1 Community based disaster risk management practices are promoted	- 26 villages having participatory disaster risk management (DRM) plan - 30 CBDROs formed - 150 CBDROs members trained and equipped for effective disaster risk management. - 150 CBDROs members trained on organizational management and development.
1.2 Community's and their livelihood's resilience are enhanced through the provision of protection structures at village level	- 26 villages and 14,644 HHs are better protected. - 26 villages with better developed early warning systems. - 14 villages with protection structures. - 6 irrigation Schemes, DWSS and farm to market roads protected.
1.3 Synergies amongst communities, relevant government departments and community institutions are built for improved DRR, WASH and livelihood services	- 10 interface meetings conducted with stakeholders. - 40 issues highlighted by community groups. - 40 highlighted issues raised by groups resolved. - 58 O&M committees and systems established for the regular repair and maintenance of the CPI.

Building Back Better Project
2015 - 2018

CAPITALISATION OF EXPERIENCES

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