



THE HUMANITARIAN PROGRAMME GUIDELINES

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LIST OF ACRONYMS

BBCM	Broad Based Community Meeting
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BHA	Bureau of Humanitarian Assistance
CHS	Core Humanitarian Standards
CRM	Complaint Response Mechanism
DIP	Detailed Implementation Plan
ERP	Emergency response preparedness
HCT	Humanitarian Country
LEGS	Livestock Emergency Guidelines
MEAL	Monitoring, Evaluation, Accountability and Learning
MIRA	Multi Sector Initial Rapid Response
NGO	Non-Governmental Organization
NDMA	National Disaster Management Authority
OCHA	Office of
PY	Peace by Youth
PRINCE2	Project In Controlled Environment
RAPID	Response to Pakistan's Internally Displaced
TORs	Terms of References
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAID	United States Agency for International Development

1. OVERVIEW OF THE PROGRAM GUIDELINE

The program guidelines are organizational document consist of few standard step to be followed by the organization staff while designing and implementing the humanitarian programs.

The guidelines is providing generic overview of the programs design and implementation however the organotin senior management will develop and assist teams for project based implementation manual covering the project specific needs and donor requirements. The guidelines are developed considering the Humanitarian program cycle, step related to design and implementation. However, PY is committed to develop Project specific Program implementation guidelines for every project to provide the field team clarity on the task and standard procedures to be followed and ensure the transparency and accountability in the assistance and comply with donor and organizational policies.

Following key points will be covered in the guidelines for the approved projects and every team member will be oriented on it during inception phase.

1. Background
2. Executive Summary:
 - 2.1 Principle Objective of the Project
 - 2.2 Specific Objective
3. Vulnerability Selection Criteria
 - 3.1 Union Council Selection
 - 3.2 Village Selection:
4. Methodology – for each Project:
 - 4.1 Broad Based Community Meetings
 - 4.2 Beneficiary Selection Criteria
 - 4.3 Beneficiary Vulnerability Assessment
 - 4.4 Distribution of /Tool
5. Monitoring and Evaluation, Accountability
6. Project Completion Report and Close Out plan

2. HUMANITARIAN PROGRAM CYCLE:

The humanitarian programme cycle consists of six sequential elements and two key 'enablers', which are ongoing all times in support of the successful implementation of the response:

Six key elements

- Emergency Response Preparedness
- Needs Assessment and Analysis
- Strategic Planning for Response
- Resource Mobilization
- Implementation and Monitoring
- Operational Peer Review and Evaluation

Two 'enablers'

- Coordination; and
- Information Management.

In this document will be limited to cover the Response preparedness, Need Assessment and some steps of involved in the implementation of the projects.

3. EMERGENCY RESPONSE PREPAREDNESS:

Preparedness measures taken prior to a crisis assist in making the response more-timely, more appropriate to the context and, in some cases, more cost effective. Emergency Response preparedness (ERP) involves anticipating emergencies that are likely to occur and putting in place key components of the response in advance. The provincial and district disaster management authorities take lead on preparedness activities in collaboration with relevant government departments and civil society organizations.

PY has strategically committed itself to effectively respond to emergencies in Pakistan, particularly where there is a shortfall in the overall level of response to extreme need. Since 2011, PY has an Emergency Preparedness and Response Strategy in place for Pakistan, to enable timely and effective responses to emergencies.

Following need to be consider while making any preparedness plan.

When

Continuously.

What needs to be done?

The ERP concept stresses that preparedness is a continuous process which seeks to understand risk and match this to action, working off a predictable base level of multi-hazard preparedness. The approach comprises three elements:

1. Risk analysis and monitoring: Hazards are identified and ranked as low, medium or high risk based on an analysis of several factors, including potential impact and likelihood. This generates a country risk profile. Risk analysis is undertaken, where possible with national authorities, and with development actors, to build national and local preparedness capacity. Pakistan has a number of early warning and monitoring systems in place like MET, PDMA and UN agencies therefore the organization will appoint a focal person or persons to monitor the situation with clear reporting structure and frequency to inform decision makers.

2. Minimum preparedness actions: These identify steps which need to be taken ahead of time to ensure that the other elements of the humanitarian programme cycle can be implemented effectively when a crisis occurs. Minimum preparedness actions include risk monitoring, establishing coordination and management arrangements, and preparing for joint assessment, monitoring, information management, and operational capacity.

3. Contingency planning and advanced preparedness actions: Formulation of a contingency plan and familiarity with its contents, together with implementation of associated advanced preparedness actions, such as identifying capacities, key logistic requirements and pre-positioning of relief supplies for initial response, brings all relevant actors to an advanced level of readiness for specific scenarios. A contingency plan is developed whenever risk analysis monitoring suggests an emergency may be imminent or in the case of a very specific risk with potentially catastrophic impact. If an emergency occurs, organization will follow the basic Steps in contingency planning like Assess the situation, Plan the response, conduct preparedness and review of resources to provide timely assistance to affected communities.

Who does what?

Clusters/sectors use the country risk profile to identify which clusters are likely to be most relevant and what risks are likely to affect their activities,. PY strive to mobilise its resources, and will focus on coordination with clusters, working group, moreover the organization will ensure that team is participating in government lead coordination meetings to know that who is doing what, what kind

of support is required and who is putting the resources. PY will also develop assessment questionnaires with the support of technical team to collect primary data on damages, need and gaps.

NEEDS ASSESSMENT AND ANALYSIS:

This part of the program guidelines provide an overview of the humanitarian needs assessment process. The process can look very different depending on the scale of a disaster, the role of humanitarian organizations involved and the resources available to any particular organization or to organizations collectively at the regional/country level. This hand-out will look at needs assessment from various angles—from the field level to the head-office level—engaging partner organizations, target communities and relevant stakeholders.

"The first quality criterion in the Core Humanitarian Standard requires that humanitarian response must be appropriate and relevant"

The priority needs of the disaster-affected population are identified through systematic assessment of the context, risk to life with dignity, and the capacity of the affected people and relevant authorities to respond; planning will identify the minimum assistance levels and set the ground for the success of any humanitarian interventions.

Every disaster presents a unique set of problems for relief organizations/workers that must be overcome in order to disburse relief and deploy available manpower to the most-needy survivors. Need assessment is the first step in the disaster response cycle. It involves collection and analysis of a variety of data/information. This helps to build a clear evidence based picture of the situation of who is affected, where, how and to what extent. This include specific needs of those who are affected as well as capacity that already exist to respond to those needs both by communities themselves and wider stakeholders within the context. This information provides the evidence to make good decisions. So we could determine the most appropriate response in that context.

The need assessment is:

- The process of obtaining and analysing data/information to determine the current situation and service needs of defined population or/and geographic area(s).
- The process to determine the extent to which the communities have been affected by disaster event and identifying with them what they need to be assisted in their recovery.
- It enables the organizations to make decision about how best to help those affected. Without this we will not be able to assist those in greatest needs following the disaster.

The need assessment results are used for a variety of purposes:

- Deciding whether to intervene in a humanitarian situation?
- Determining where to work in a specific disaster context
- Deciding who to assist (identify potential target groups/households)
- Deciding what type of assistance is required
- Determining on the humanitarian aid/project delivery strategy/approach based on the local contextual factors
- Determining preliminary feasibilities related to transportation/logistics/procurements arrangement and safety & security,
- Preparing proposals for funding
- Informing detailed response design
- Creating communication and advocacy messages



The organization Need Assessment Guidelines (**See as Annex-A**) further explain the types of assessment, methodologies, sampling, ToRs, etc. The Senior Management, Monitoring and Evaluation team in collaboration with enumerators ensure compliance with Need Assessment guidelines.

4. IMPLEMENTATION AND MONITORING

Implementation is the important part of the program cycle where the organizations put all their efforts to reach the targeted communities and ensure compliance with the humanitarian standards, organizations policies, donor's requirements as well as the country bylaws.

The implementation module for each project can be different based on the nature of programming, targeted activities, timeframe and cost allocated. In this section, we will discuss some common steps that needed for effective humanitarian programming.

6.1 PROGRAM INTRODUCTION / TEAM ORIENTATION:

The CHS highlights the organisational responsibilities under commitment 8 "The organisation has the management and staff capacity and capability to deliver its programmes". The organizations with the help or involvement of donor arranged a detailed orientations session to enhance the team information about the project, knowledge on the technical implementation and orient them on policies and procedures.

Team Orientation Plan / Agenda	Reporting Template
 DR_2018_Induction Plan.pdf  Induciton Plan.xlsx	 Induction Report Format.docx

6.2 STRATEGIC RESPONSE PLANNING / PROJECT PLANNING:

Strategic response plan can be done at country level and project plans to be done at organizational level based on the approved project. Here we will discuss the project plans being part of the implementation.

In case of a large-scale disaster, organization will consider the following:

- Consult relevant DMAs/ government officials/communities to determine the scale of losses and damages, critical gaps & needs?
- Attend coordination/, local authorities/clusters meetings to determine what is going on and what is in planning?
- Collect/review relevant secondary data/information informing your planning choices
- Collect primary needs assessment data/information and analyse it.
- Convene relevant stakeholders" meeting/workshop to share key findings, share opportunities, risks, assumptions and get their suggestions/recommendations for anticipated response.
- Prioritize geographical areas, sectors, activities based on the organization's strengths, previous work-portfolio, capacities and donors' anticipated response plan.
- Document all the data/information in the form of strategy paper/document.

PRINCE2 book explaining the planning as, the effective project management relies on effective planning as without a plan there is no control. The Core Humanitarian Standard Commitment 2 is talking about the assistance at right time as, Response is effective and

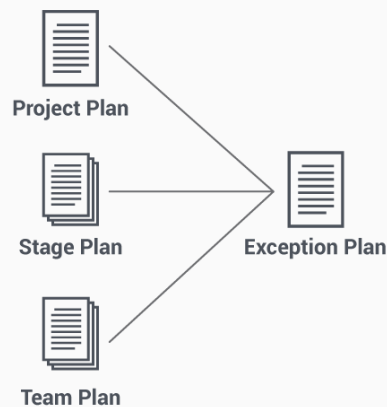
timely Communities and people affected by crisis have access to the humanitarian assistance they need at the right time and emphasis through key actions that Deliver assistance in a timely manner, making decisions and acting without unnecessary delay.

Planning provides all personnel involved in the project with information on:

- What is required?
- How it will be achieved, and by whom, using what special equipment and resources.
- When events will happen
- Whether the targets (for time, cost, quality, scope, risk and benefits) are achievable:

PRINCE2 recommended three levels of planning in the program implementation to reflect the needs of the different levels of management involved in the projects, stage and teams.

HIERARCHY OF PLANS:



Project Plans:

A project plan is a formal document that defines how a project is going to be carried out, who will be responsible and when the task will take place. It identifies the major control points.

Stage Plan:

Stage plans are similar to project plan in contents but each element will be broken down to the level of to the levels of details required for day to day control by the project managers.

Teams/Staff Plans: Team/Staff plans are optional, however it is produced by project lead to facilitate execution of one or more task. Team plan at field level are the most important factor for successful delivery of the projects, have good control of resources and plan the risk of failure or non-achievements.

Exception Plan: in case of deviation or major changes to project, the project manager can develop exception plan, it picks up from the current plan actuals and continues to the end of the plan.

Project Planning process:

- 1- Determination Scope, Cost, and resources, the process of determining the scope, cost and resources help in estimating the time required to complete the project, the number of people required and with what skill set.

- 2- Define and analyse the activities, products and write the product descriptions



Product
Description.DOCX

- 3- Create the work breakdown approach that help in the above process by dividing the whole task into smaller manageable segment.
- 4- Identify activities and dependencies, make a separate list of activities or taking the products from the breakdown structure, and also make connection with other activities depending or may affect the progress of planned activity.
- 5- Prepare estimate, that may involve taking decision about how much time and resources are required to carry out the project
- 6- Prepare the schedule, define the activities sequence and plan the critical path enable the project lead to monitor those activities.
- 7- Assess, assign, and calculate the total resources requirements and cost
- 8- Present the schedule in graphic form or use any of the project management/planning tools as per nature and complexity of the project.
- 9- Analyse the risk, and document the plan outlining the responsibilities as required.

Initiation Stage Plan	Project Plan	Team Plan	Stage Plan
 Induction Plan.xlsx	 Project Plan.xlsx	 Weekly-Daily Plan.docx	 Stage Plan.xlsx

6.3 COMMUNITY ENGAGEMENT:

The **Good Enough Guidelines** It is important to involve as many stakeholders as possible in a project, including donors, local government officials, and other NGOs but humanitarian codes, principles, standards, and mission statements stress that the women, men, and children affected by the emergency must come first. The **Core Humanitarian Standard Commitment 4** further elaborate that “Communities and people affected by crisis know their rights and entitlements, and participate in decisions that affect them”.

PY firmly believes in accountability to the beneficiaries. Therefore, we share all required information with the communities and give them equal chance to participate, comment, complain and contribute throughout the project life. Broad Based Community Meeting (BBCM) is part of this strategy. Organisation teams will conduct BBCM before starting door-to-door assessment for any sub grantee’s intervention and preparation of village profiles. Here are few guidelines for the field staff to manage it effectively.

Pre BBCM Activities:

- Transect walk in the affected areas to have an idea of the damaged and the affected areas
- Organization of the BBCM with the participation of all the concerned
- Profile of the area through door-to-door assessment
- Clear understanding of the social & political setup of the community
- Try to take along at least one employee with strong grip on local language
- Information dissemination to the targeted communities through appropriate source about date, time and venue of the meeting

- Make it clear to the communities that we will not accept any favours, meals, drinks, etc.
- Communicate that this will be an open meeting for all.

Agenda for the BBCM:

1. Introduction and attendance
2. Objectives of the BBCM
3. Information about the project (on need to know basis)
4. Explanation of the vulnerability criteria under different modalities
5. Sharing of Hotline numbers
6. Identification of Rehabilitation needs for Agriculture infrastructures
7. Obtain permission for door to door assessment
8. Participants' feedback and respond their questions
9. Formation of Committees after sharing TORs
10. Any other business (AOB). Closing.

Activities during BBCM:

- Attendance of the meeting participants with signatures / thumb impression of the participants
- Introduction
- Objectives of the meeting explained to the participants
- Verify information recorded in the village profile
- Community point of view about effects of the disaster
- Collect cell numbers of notables of the village
- Personal observations about potential persons / committee from the community.
- Need identification by the community (CFW & other interventions)
- Understand political, social, economic and geographical setup of the communities
- Try to understand community norms, values, taboos and liking / disliking
- Documentation of the proceedings
- Identify most vulnerable area / pockets and families
- Collect information about physically disabled, families living on charity / Zakat etc.
- Don't disclose any relief / recovery package
- Collect required information about clans, Biradries and tribes living in that specific village and surroundings
- Collect resolution about formation of committee etc. and to be kept with the attendance of the participants in record file for future ref.

Post BBCM Activities:

- Document all the proceedings
- Share document and information with the management

PY coordinator/project lead should be part of the first BBCM by each team and first round of selection of beneficiaries for each modality. The guideline can be modified as per need of the project considering the timeframe, cost and nature of activities. The sample documents are attached as **Annex B- Social Mobilization**.

6.4 BENEFICIARY SELECTION AND TARGETING

The **Beneficiaries selection and targeting guidelines** are an effort to ensure an independent needs-based and principled approach to humanitarian response and appropriate targeting of beneficiaries to ensure equitable access, especially for the most vulnerable, within Pakistan. **The Sphere** common principles summarise it as the right to receive assistance, right to life with dignity and the right to protection and security. These common principles are making ground rule for beneficiary selection that how we can ensure that people received the assistance with dignity.

Six Guiding Rules for Beneficiary Selection and Targeting

1. Independent selection and verification of beneficiaries through organisation and project specific needs-based selection criteria is critical.
2. Prioritisation of the most vulnerable is necessary.
3. Facilitation of access to assistance for all, especially the most vulnerable is required
4. Geographical coverage must be focussed on the areas and populations most in need.
5. Taking into consideration pre-existing social, cultural and political dynamics or practices that may marginalise or exploit certain groups is fundamental.
6. Developing monitoring mechanisms to check that assistance is independent and needs based is required.

Beneficiary Selection and Targeting Guidelines

1. Independent selection and verification of beneficiaries through organisation and project specific needs-based selection criteria
 - Each organization must develop and use clear criteria for beneficiary selection, using the following beneficiary selection and targeting guidelines to inform these criteria
 - Beneficiary selection criteria should be available to all and criteria must be widely disseminated to the affected population and shared with local government authorities as mentioned in CHS commitment 4 *"Communities and people affected by crisis know their rights and entitlements, and participate in decisions that affect them"*. Clear and understandable justification must be provided for any targeting of aid to a specific group or for exclusions of a specific group.
 - Organisations should not rely solely on lists of affected or registered locations or beneficiaries provided by political or other influential actors including civil servants, landlords, military actors, community or tribal leaders.
 - Where possible organisations should always carry out their own needs-based assessments following these guidelines and further guidelines developed by your sector.
 - Where access is restricted, organisations should ensure that targeted locations and beneficiary lists are cross-checked by an independent monitor such as a team comprised of a local NGO, local authority and community member with representation from both men and women and where applicable representation from minority communities.
 - Cross-checking of beneficiary lists should take place to address both inclusion (to ensure that only those who meet the needs-based criteria are receiving aid) and concerns around exclusion of eligible beneficiaries – particularly vulnerable and socially or politically marginalized groups.
2. Prioritisation of the most vulnerable

The agencies agree that the following will be their working definition of vulnerable persons: Persons who are exposed to a combination of risks and have a limited ability to cope in the face of those risks.

This may include vulnerable or socially marginalized groups, such as but not limited to: religious or ethnic minorities, transgender people, women, female-headed households, children, child-headed households, landless persons, non-document holding Pakistani nationals, refugees - including Afghan refugees, stateless persons, undocumented migrants, older persons, persons with disabilities, persons with chronic diseases or serious medical conditions, the illiterate and the chronically poor.

In many cases, the most vulnerable are persons or families who have a combination of these characteristics. This is not an exhaustive list and identification of the most vulnerable may also be influenced by sector specific needs and local dynamics.

Population displacement (internal or cross-border) features as an important factor impacting on the type of vulnerability experienced; displacement brings multiple risks, reduces capacity to cope and impacts on possible responses. Those that do not flee, also face increased risk as they often remain hazardous situations with reduced capacity to cope and often cut-off from markets and humanitarian assistance.

Vulnerability is influenced by displacement, geographic location, specific cultural and social power dynamics, access to information and education, access to material and financial resources, access to services and infrastructure, social support networks and specific characteristics of the group, family or individual. For this reason it is useful carry out a vulnerability assessment to understand the specific vulnerabilities of and within a population group as well as the existing capacity to cope.

3. Facilitate access to assistance for all, especially the most vulnerable: Restrictions can by physical, social, cultural, legal, based on security or lack of information.

3.1 Inclusion and participation

- Always consult with communities in planning and support their participation in decision making and implementation, including for the distribution of relief items.
- Community committees, leadership structures, focus group or community discussions are often the main way for ordinary people to provide input in decision making processes.
- In all consultations or planning for the delivery of services or distribution of aid, ensure that there is participation from men, women, older persons, persons with disabilities, minority communities.
- Ensure that all vulnerable groups are proportionally represented and that their opinions are represented by the leadership or community committees. It is important to note that even when vulnerable groups participate in committees and leadership structures, discriminatory attitudes often continue to marginalise their role. They may be provided with few opportunities to speak and their input may not be listened to or taken seriously. This should be monitored and alternative consultation techniques should be used if it happens. For example, it might be important to consult women in a separate forum to men to allow them the freedom to express themselves.
- Ensure that consultations are carried out in the local language, and that arrangements are made for persons with special needs such as deaf persons.
- Inclusion and participation of the most vulnerable will help you identify how to ensure their access to the service or relief distribution.

3.2 Do not rely on civil or legal documents for beneficiary selection and inclusion criteria, as reliance on this may exclude the most vulnerable who frequently lack documentation.

- Ensure that programming and beneficiary selection does not exclude people who do not possess Computerised National Identify Cards (CNICs) as currently many people in Pakistan, including the most vulnerable, do not have these cards. As identified by NADRA,

those lagging behind in registration for CNICs include women, persons living in Kacha areas (riverine/floodplains) and those living in remote rural areas and the illiterate. Refugees and stateless persons are also unable to register for the CNIC, but may also be in need of relief and recovery assistance.

- Do not use Government Assistance Card ownership as a beneficiary selection criteria for further early recovery assistance as it has been identified that some of the most vulnerable were unable to access the Government Assistance Card.
- Do not base relief assistance on formal land ownership or tenancy registration as many of the most vulnerable live in situations of landlessness and insecure tenancy.
- Rather than using civil or legal documentation as beneficiary inclusion criteria, where possible, conduct assessments to determine those in most need and verify their identity and cross-check duplication through community leaders and local authorities
- Establish procedures for supporting access to assistance for those that do not have the required documentation.
- Also where possible, work with local civil society, NGOs, and government authorities to identify those who are lacking civil or legal documentation to find ways of ensuring appropriate documentation is provided to those who want it.

3.3 Physical accessibility

Physical distance may pose a problem for older persons, persons with disabilities, female headed households or single women, pregnant women, populations living in remote locations as well as the poorer members of community

- Take the service or distribution point as close to the affected community as possible.
- Identify locations where the less able bodied beneficiaries are located and carry out mobile services or special distributions.
- Alternatively, facilitate access by providing transportation for older persons, persons with disabilities and pregnant women.
- At service locations or distribution points provide seating for those less able to stand, prioritise these groups in queues and keep them safe from crowds.
- Check that buildings or locations chosen for service provision or distributions are physically accessible for persons in wheelchairs or those unable to climb stairs.
- Essential items such as water and sanitation facilities must be physically accessible.

3.4 Socio-cultural accessibility

- Ensure that buildings or locations chosen for service provision or distributions are socially and culturally appropriate and accessible to all. For example, do not use a mosque where women are not allowed to enter
- Ensure that male and female staff are present to assist all beneficiaries
- Ensure that separate queues, rooms and spaces are available for providing services or distributing aid to women observing purdah (separation of men and women). If separate spaces are not possible, organise separate times to assist women only
- Essential items such as water and sanitation facilities must be placed in locations and adapted to allow women and children safe access, locations should be close, private, away from men and public locations.

3.5 Safety and security for all beneficiaries must be considered when choosing locations, distribution methods, access to essential items and services.

The “**Do No Harm**” principle must be used as part of the guidance during planning of humanitarian assistance, that is, accessing aid should not place beneficiaries at further risk of harm

- Carry out risk assessments to gauge the different risk factors for different members of the community at distribution/service delivery locations, distribution methods, etc.
- Ensure that access to services and distribution is safe for all, including men, women, older persons, children, persons with disabilities, and minority communities
- Consider the safety and security needs of vulnerable groups. For example, physical distance, remote locations or male dominated spaces may pose major security risks to women and children trying to access them, including increased exposure to physical violence and sexual violence
- If locations are considered unsafe then vulnerable groups will either miss out on assistance, will become dependent on others for access which in turn exacerbates their vulnerability (they become vulnerable to exploitation or extortion), or they will be put at physical risk of harm
- Ensure that beneficiaries are not put at risk of dispossession and that their security of property and land is not put at risk.

3.6 Accessible Information

- Information on distributions, assistance or services and beneficiary criteria must be accessible to all – this means making special effort to target those who are illiterate, blind, deaf, live in remote locations, have restricted movement (including women) or marginalised to ensure they are aware of and will be able to access service provision and distributions
 - Information should not rely on one form of dissemination, but must be distributed in a variety of ways through community groups, audio and visual media, and through community mobilisers and should target remote locations and marginalised groups
 - Information must be disseminated in the local language.
4. Geographical coverage must be focussed on the areas and populations most in need, and not only the most accessible areas.
- Ensure that all affected locations and populations are identified and mapped before deciding on target locations. Coordinate with communities, civil-society, other NGOs and government civil servants to identify all affected locations.
 - Carry out independent needs and capacity assessments of locations and populations to identify the most in need and those with the lowest capacity to respond.
 - Coordinate with other assistance providers, within and in-between cluster/sectors and with the government officials, to ensure all affected areas and populations are assisted and standardise quality of assistance.
5. Bear in mind pre-existing social, cultural and political dynamics or practices that may marginalise or exploit certain groups. This may be indirectly harmful and will leave certain groups vulnerable to neglect.
- Ensure that aid distribution is not used for political purposes, for example, ensure that it is not targeting certain political supporters, or used to gain votes. Aid should be based on need.
 - Ensure that affected populations themselves are targeted and not their landlords/landowners or tribal leaders, and do not rely on landlords or tribal leaders to distribute aid.

- Ensure that organisations or individuals providing and delivering aid recognise all affected groups – irrespective of caste, class, gender, age, physical or mental ability, sexual orientation or political views.
- 6. Develop monitoring mechanisms to check that assistance is independent and needs based.
 - Reporting must be disaggregated by gender, age, disability and other vulnerability criteria used in beneficiary selection criteria.
 - Carry out spot checks and monitoring to check that all beneficiaries who have received or will receive assistance meet the established beneficiary criteria.
 - Work with local civil society, NGOs, and government authorities to identify any excluded groups who may qualify.
 - Establish grievance mechanisms to allow affected communities to appeal decisions, lodge complaints, or make suggestions.

B. Key Issues Identified - Problems for Beneficiary Selection:

1. Often, because of access restrictions, organizations were 'directly given lists of beneficiaries by the local administration or feudal landlords. These beneficiary lists were not always verified or prioritised'. This meant that 'The selection of beneficiaries was, at times, not done independently but was subordinated to political interference'. 'Targeting was particularly weak as there was no systematic registration or verification process - often there were no beneficiary lists or selection criteria established'
2. 'When [beneficiary] lists were prepared, these were not drawn up on the basis of vulnerability. As a result, unknown quantities of assistance have reportedly reached those that were the least vulnerable, close to feudal landlords or connected through certain political affiliations'. 'Many people from ethnic and tribal minorities and most vulnerable individuals and groups, such as widows or other female-headed households, were not prioritised and therefore deprived from any assistance at all'. In the 2010 flood response it was identified that vulnerability was narrowly defined as widowed women and orphaned children but this led to a neglect of many of the other vulnerable groups and the wider 'context of the deprivation of entire communities to which they belong. Thus, there were some strategic interventions where those being actively denied access, or those who were unable to access relief (such as the landless, or those belonging to a difference caste) were excluded from being counted as vulnerable. Thus the opportunity to address vulnerability issues in a robust manner in the implementation of disaster relief and recovery was lost. The issues around data gathering mentioned later in this report added to the problems, as did the lack of resources for protection issues'.
3. Overall geographical coverage was found to be too focused on more accessible areas. 'Humanitarian assistance was mostly concentrated in larger towns and areas that were more accessible, Smaller communities or entire areas in the same provinces received significantly less or no attention at all'. 'People that went into organised camps were better assisted than those in spontaneous camps; while those in host families received limited assistance'. The findings from the Protection Technical Group (TG) lessons learnt exercises also identified that assistance was often provided to those areas where access was easy; in addition, those areas which were declared by NDMA as flood affected in early phase benefited from more assistance as sometime partners would run out of funding/did not have capacity to implement in additional districts. The recommendations where: Timely coordination on area coverage between service provider was also required based on the capacity and specific needs of the community.
4. Coordination within and in-between clusters is required to 'to ensure a more comprehensive coverage, clearer prioritisation or rationalised relief efforts'.
5. In addition to the findings of the 2011 Real Time Evaluation (RTE), the Protection Cluster identified that IDPs affected by counter insurgency and refugees were forgotten during the

flood response, although in some instances they were also affected by floods and thus, even more vulnerable due to their continuous displacement situation.

6. The Protection Cluster has noted that the targeting of beneficiaries is not solely about the establishment of transparent, independent and needs based beneficiary lists, but is also about ensuring that access to the assistance is facilitated for all. PYs around access to assistance have been outlined in the 2011 Protection Cluster report 'The Government Assistance Card Scheme for Flood Relief: Protection Highlights 2010-2011,' in the Protection Cluster Rapid Protection Assessments carried out after the 2010 floods and in UNIFEM's Rapid Gender Needs Assessment Report 2010.
7. Finally, the Protection Cluster noted that Relief was also reported anecdotally to be issued to landlords for further distribution to their tenants and there were reports that landlords were exploiting tenants and charging for relief aid or withholding relief.

Guiding questions to be addressed:

1. Is there standard criteria for beneficiary targeting and selection
2. Who is responsible for selecting the beneficiaries
3. Are there specific policies or guidelines developed for targeting vulnerable persons including, women, children, older persons and persons with disabilities during distributions.
4. Are there guidelines developed for dealing with cases of discrimination or exclusion of socially marginalised groups?
5. What monitoring mechanisms are used to ensure that assistance is given based on need and vulnerability
6. Is there an established mechanism for ensuring geographic coverage based on need and vulnerability

Beneficiary Criteria (Examples)	Beneficiary Forms	Beneficiary Data Base
 Sample -Beneficiary Selection Criteria.docx	 Beneficiary Assessment Form.doc	 Beneficiaries Database.xlsx

6.5 ACCOUNTABILITY TO AFFECTED PEOPLE

PY defines accountability as: accepting responsibility for doing what we say we will do; being open and transparent about what we do, why and how we do it; and responding promptly to complaints or concerns about our work. PY is committed to being accountable to our stakeholders and to ensuring that they have means by which they can hold us to account. In order to maximise accountability to those living in extreme poverty, PY recognises its responsibility to collaborate with local organisations with compatible visions, goals and values. Furthermore, PY is committed to ensuring full accountability to its beneficiaries by monitoring the programmes and projects of our Partners within our target communities. PY's Partnership Policy sets forth guidelines for establishing mutual accountability between PY and its Partners to address needs in a better way to target communities; in turn, this mutual accountability explicitly detailed in the formal agreement documents signed with Partners.

Moreover, PY further commit that we are accountable and Accountability and transparency are central to all of our actions. In support of the accountability commitments set forth in key organisational documents. Furthermore, keeping in view that PY expects the highest standards of behaviour from those who represent it and has zero tolerance for any conduct that does not respect the rights and dignity of others.

- ❑ [The PY Code of Conduct](#)

- ❑ [The Programme Participant Protection Policy](#)
- ❑ [The Child Safeguarding Policy](#)
- ❑ [The Anti-Trafficking in Persons Policy](#)

As a primary strategy for ensuring accountability, PY is committed to enabling its stakeholders to raise complaints and receive responses through effective, accessible and safe CRM procedures in particularly, communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints. Furthermore, PY is striving to improve its Pakistan Programme CRM to assist stakeholders, especially beneficiaries, to exercise their right to raise complaints and receive responses. Some partners already have effective CRMs in place, so PY has tried to share both the partner and PY is learning on CRM with those who are still developing CRMs and improving their accountability mechanisms.

Accountability gives greater voices to the people we serve by conducting participatory assessments of needs, solicitation their feedback on support provided; and engaging beneficiaries in decision making. It helps increase relevancy and appropriateness of the programming and enhances community ownership over project approaches and results.

Beneficiary Accountability includes Accountability to the women, men, girls and boys whom we serve throughout emergency response. It involves clear communication and establishing feedback mechanism safely accessible to all community members.

Beneficiary Accountability is about involving the people you serve in the response because they know best what their need are now and for their recovery. All the humanitarian workers must be accountable to beneficiaries by keeping them informed.

Accountability Guideline	CRM Box Tracker	CRM Data Base Sheet
 Accountability Manual.docx	 CRM - Box .xlsx	 Complaint Database final - RF-III.XLSX
CRM Banner	CRM Form	CRM Committee ToRs
 CRM_URDU.docx	 Complaint Form - RF-III.XLSX	 TORs-CRM Committee.docx

6.6 COORDINATION:

This is essential part of today's humanitarian response, particularly informing the relevant authorities (DMAs, local authorities, relevant government department et.). The interventions will be coordinated with all relevant stakeholders including target communities, local government authorities, cluster/working groups and other humanitarian organization working in the area to ensure complementarity, accountability and avoid duplication.

This will cover the following key points;

- Details of organizations (name and sectors) already present/working in your proposed target Tehsils, UCs and villages, and details of all stakeholders who have indirect interaction with the project. For example, UN clusters, working groups, Government of Pakistan Ministries (national and provincial levels), local government officials/offices, and other NGO partners working in the project target locations.
- PY will coordinate the proposed intervention with these stakeholders (local authorities, cluster/working groups, communities and other humanitarian actors) to identify critical gaps

in terms of target areas, sector and proposed activities and will secure the documented proof (e.g. letter, email or meeting minutes) of coordination with relevant stakeholders.

6.7 CLOSING A PROJECT:

Closing is the last activity of the project management life cycle which aim to provide a fix point at which acceptance for the project products are confirmed and to recognise that project objectives set out in the PIDs or approved changes to the project have been achieved or that the project has nothing more to contribute. Closer of the project should be planned as part of the stage plan for the final management stage.

Objective of the project closer activity:

- Review the project performance against its baseline and Project Initiation Documents (proposal, work plan, M&E plan etc.)
- Ensure that all outputs/services/products are delivered to end user/beneficiaries as per agreed acceptance criteria
- To Conduct lesson learn studies to capture what went well and what didn't
- Handover the project documents to the donor and other stakeholders
- Recommend closer or follow up action of any outstanding activities, risks and issues associated to the project
- Communicating project closer to all stakeholders

Review project completion:

Project Committee in formal meeting will review the above mentioned project document (Given in table of Project Process inputs). RF recommend following action:

- Ensure that all required documents are shared and reviewed by relevant personnel in assurance role
- All Documents are updated/created as required
- Project Committee/Senior Management will notify proper closer based on Project committee meeting, Project Committee will ensure that all issues in issue register are closed and all agreed deliverables are as per accepted criteria

Document	Action	Responsible Person	Remarks
Follow up on Action/Recommendation (If Any)			
Final Financial Trench			
Draft Project Closure Notification / Project Completion/ Assets Letter	Prepare		