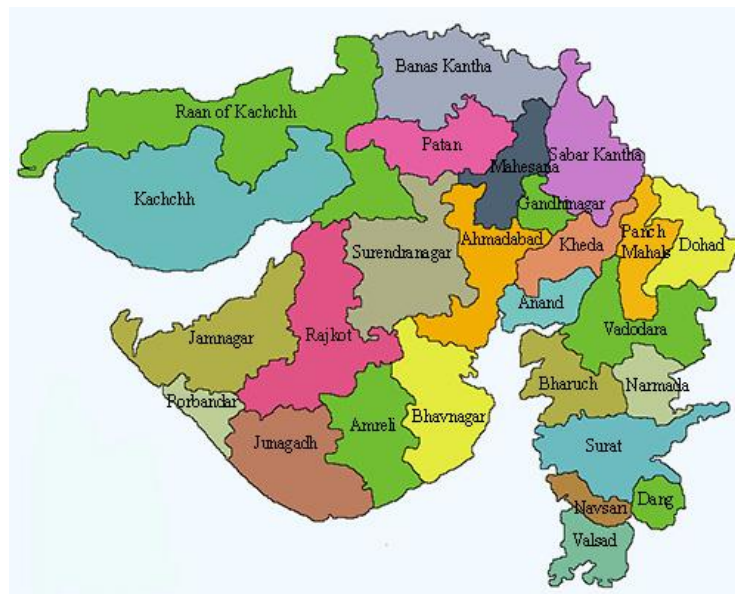


STANDARD
OPERATING
PROCEDURE
FOR THE INTER-
AGENCY GROUP
(IAG) IN THE STATE
OF GUJARAT

A well-functioning system, is the most effective mechanism to produce effective response in the aftermath of a disaster. The effective response systems are through essential components such as integrated institutional arrangements that provide rapid evacuation and coping mechanisms deployed. Most importantly, all the agencies and their functionaries must clearly understand their roles and responsibilities and they specific actions they have to take for responding to disaster or threatening disaster situations.

- The purpose of this Standard Operating Procedure is to provide a comprehensive action plan required for each district to function in the face of natural disasters such as flood, cyclone, earthquake, landslides, avalanche etc.
- To indicate various actions which would be required by the IAG members/ DDMA's and other departments within their sphere of responsibilities so that they may prepare and review the Contingency Action Plans accordingly.
- The instructions contained in this SOP should not be regarded as exhaustive of all the actions that might be considered necessary¹.

District Map of Gujarat



¹ https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf

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Introduction to Inter-Agency Functioning Ideals & Objectives

Guidelines

The Inter-Agency Group (IAG) is a forum for regional/ local resource/ networks, organizations - International NGOs and UN agencies - to enhance information exchange, capacitate and act through members and perform in coordination with local, state and central government bodies, based on national and state acts, policies and guidelines².

Vision of the Inter-Agency

The vision of the IAG across various states and district levels is to build a safe and disaster resilient India by developing a holistic, proactive, multi disaster and technology driven strategy for disaster management. The objective can only be achieved through prevention, mitigation and preparedness to generate a prompt and efficient response at the time of disaster and mechanisms in place that help avert man-made/natural disasters and their consequences. The entire process will center stage the community and will provide momentum and sustenance through the collective efforts of all government agencies and nongovernmental organizations. In the past decade the humanitarian relief system has responded to over a thousand natural disasters and complex emergencies in the world, affecting hundreds of millions of people (Gilman 2010: 21)³. Extreme weather and climate events have increased in both frequency and intensity, placing populations and assets at great risk (IPCC 2012). In response to this growing need, the humanitarian system has evolved into an industry, with a plethora of organizations, all with different missions, mandates, and agendas. With the increase of humanitarian actors, the relief system has met a series of challenges, including the need to both increase resources toward humanitarian ends and to improve operational effectiveness and efficiency (Gilman 2010: 21). Despite efforts to confront these challenges, much criticism has been levelled at the humanitarian system for failing to meet the basic requirements of affected populations in a timely manner, with the quality of response varying greatly from crisis to crisis² (Stumpenhorst, et al. 2011: 587; Adlinofi et al. 2005: 8)

Inter-Agency Gujarat

The inter-agency response during a disaster requires action. As highlighted by Gujarat State Disaster Management Authority (GSDMA) advocated for quick and organized response through inter-agency cooperation and coordination.⁴ It further elaborates the need for reaching out to the affected communities,

² <https://www.thehindu.com/news/cities/Kochi/inter-agency-group-for-disaster-management/article29502124.ece>

³ <https://gilmanscholarnetwork.org/>

⁴ <http://www.gsdma.org/uploads/Assets/iec/gsdmpolicy06152017041301395.pdf>

NGOs, private sector and various Government departments like Fire Brigade, Police, Health etc. is thus critical to any response activity. The need for IAG is thus for establishing life-saving systems in place.

Many members including UNICEF have reached out with life-saving interventions for cyclones which occur in Gujarat especially the recent one such as Tauktae which has reached out to affected women and children through support to delivery of essential services by line-departments (mainstream service delivery mechanisms).

UNICEF supported by its partners provided on-ground implementation support to mobilize the most vulnerable to utilize the Government-UNICEF services, seek feedback from women, men, girls and boys, and monitor results. The response strategy aims to reduce burden on the already over-stressed system that is responding to the COVID-19 crisis as well. The IAG will help strengthen time, efforts, skills and reach of the civil society organizations for joint rapid needs and vulnerability assessment and humanitarian response to address gaps in critical responses.

For Gujarat response, organizations such as UNICEF play a multi-sectoral response role in (Health, WASH, Child Protection) to support the Government-led response. This is expected to include: State level technical assistance to Government of Gujarat to strengthen coordination between state GSDMA, DDMA, state IAG and CSO partners to enable coordinated action across levels, social sectors and Non-Government stakeholders. Further DDMA level for information management, rapid response planning to enable local, coordinated action between social sector line-departments, CSOs and CSR partners, and monitor the situation of children and most vulnerable and related reporting on response, and early recovery planning.⁵

Kindly refer to Annex. 1 for more details

Role of Inter-Agency Group

Strategy Adopted to Achieve Objectives (Pre-Post Disaster)⁶

Strategy 1: Information Management

- To facilitate and enhance the management of access to and dissemination of information produced by both the IAG and sources that supports the various aspects of disaster preparedness and response
- To develop & review appropriate means of communication, information storage messaging systems, databases, analysis as well as accompanying procedures
- Act as a resource group to support the identification and dissemination of best practices in emergency preparedness in the region

Strategy 2: Training and Capacity Building of state, District and below district level

- To identify skills gaps across the humanitarian community in the regions

⁵ <https://www.unicef.org/media/98431/file/Cyclone-Tauktae-SitRep-No.2-May-2021.pdf>

⁶ <https://gidm.gujarat.gov.in/en/gidm-policysopguidelines>

- To develop a collaborative and coordinated approach of training and capacity building,
- including both delivering trainings as well as sharing information on scheduled training events
- To stimulate and influence human resource development practice in the humanitarian sector as a whole, by serving as a beacon for creative approaches to human resource development and directly organizing learning opportunities in new or neglected areas of humanitarian practice
- To continue raising awareness of IAG and accountability tools
- To act as a forum for building the surge capacity

Strategy 3: Policy Advocacy for Emergency

- Provide a forum where humanitarian policy issues can be identified, discussed and referred to the Regional Humanitarian Partnership Team as appropriate;
- Promote regional learning on Disaster Risk Reduction and how it will be linked with emergency preparedness planning (particularly around mitigation).

Strategy 4: Quality, Accountability and Transparency

- Act as a regional focal point for global initiatives such as: ALNAP for ensuring quality in DRR and Emergency Response initiatives.
- Improve mainstreaming of DRR in humanitarian agencies and senior government staff to bring accountability tools into the work of Government structures.
- To avoid duplication of work and to maximize use of available resources IAG will ensure that members follow transparent information sharing among IAG members.

Strategy 5: Incident Response System (IRS) of IAG Gujarat

- In terms of response during emergencies, the community participation shall be as per the roles and responsibilities enshrined in the IRS system of GSDMA.
- The members of IAG/NGOs/INGOs shall come under the Operation Section for responding to any disaster and rebuilding of the disaster.
- The member IAG shall approach in the response to disaster events with Build Back Better strategies.

Strategy 6: Broader Strategies

- IAG Gujarat is a platform for Consultations in the state and districts on Emergency Response (ER) & Disaster Risk Reduction work with all relevant stakeholders.
- Exchange of technical information, examples of best practices at member/ stakeholder's level and the strengthening of preparedness and response capacity.
- Developing SOP for emergencies and trigger mechanism at State Level by taking reference from SOP at National Level
- Capacity building of NGOs, Civil Society, Govt. functionaries and local level professionals on ER, DRR and enhancing stakeholder coping capacity.

- Advocacy for humanitarian initiatives

Strategy 7: Coordination & Relationship building

- State Authority, SDMA for advocacy on information sharing during emergencies, policy guidelines and improving and improvising needed relief codes/manuals in current guidelines.
- Cross Department & disaster management authorities for advocacy on various mitigation issues such as crop loss due to drought and flood condition.
- Flood & Irrigation control for dissemination of early flood warnings. Also, probability of convergence with Humanitarian agency's for knowing and developing their best practices.
- Other important departments for any important issue at State and District level.
- Promote and to ensure Unified response strategy as and when required.
- Documenting the good practices of member organization and acknowledging the efforts at various forums.

Current Functioning of IAG Gujarat

Various INGOs, NGO, Networks, Institutions, Training and Research Agencies, Media, Corporate Organizations etc. Gujarat Govt.'s Secretary Relief & Disaster Management Department and Relevant Govt. Dept. heads or authorized persons may be co-opted for support⁷

Structure and Functioning of Inter-Agency Group

Executive Committee Members

I. State Government: GSDMA, NPWD, School Education, Office of State Commissioner for Persons with Disabilities (SCPD)

ii. National NGOs and State Level NGOs

Role of Members

General Body membership shall be from all part of Gujarat. Criteria of membership: Any organization requesting for membership to state IAG should play an active role in its corresponding district with DDMA

⁷ <https://www.preventionweb.net/organizations/963>

and shall mention in writing, as what specific contribution it will make for the state in fulfilling the mandates of state IAG and help developing and practicing a charter for its District level IAG

- Strengthen District level IAG and develop District guidelines with DDMA.
- Participate in capacity building programs conducted by IAG Gujarat members.
- Support IAG secretariat to maintain knowledge hub.
- Regular information exchange between secretariat and members.
- Participate in IAG Gujarat general body meeting.
- Support and participate in any IAG Gujarat emergency work (Like information sharing, assessment process, rescue and relief work).

Meeting Frequency

The Executive Committee should meet quarterly but in case of emergency fortnightly meetings may be called. Sub-committee or Steering committee may meet more frequently. The regular meetings shall be conducted by _____ of each quarter and be hosted by any member agency on rotation

Resource Mobilization

- IAG Gujarat shall mobilize resources to carry out its functions and responsibilities.
- IAG Gujarat through its partners shall foster partnership with other agencies such as U.N agencies, INGOs etc., when necessary to carry DRR activities in the state
- Collaboration and strengthening through Corporate Social Responsibility funds and other Disaster Management funds shall be advocated by the members. Regular practice of cross-vertical

Disaster Management

Pre-Post Management

The quality, accountability and coherence of a humanitarian response is strengthened when local actors are involved in all stages of response planning and their views and perspectives are reflected in each stage of the response - emergency preparedness, response and the eventual withdrawal of international humanitarian actors. Local actors can also effectively contribute to leveraging humanitarian-development collaboration and, where appropriate, peace collaboration – particularly social cohesion - to reduce needs, risks and vulnerabilities for affected populations. This also allows local actors to lead efforts for a more sustainable, locally owned response given their natural advantages in switching towards resilience and longer-term programming⁸.

Overall

⁸ https://www.un.org/en/development/desa/policy/untaskteam_undf/thinkpieces/3_disaster_risk_resilience.pdf

1. Facilitate workshops specifically for local humanitarian actors, in local languages, to gather inputs and integrate these in all joint plans, measures and reports related to the Humanitarian Program Cycle. Involve local actors in community engagement surveys to support strategy development, thereby ensuring that the voice of affected population is central to the design of operations.

Emergency Preparedness

2. Paying due regard to commitments under the Sendai Framework for Disaster Risk Reduction and the Sustainable Development Goals, involve local systems in all activities related to emergency preparedness (and vice-versa, involve clusters in all local activities). These activities may include risk analysis and monitoring, capacity building on disaster risk management, taking care to identify and prioritize humanitarian interventions, including inter-sectoral interventions where appropriate, reviewing existing response capacities, and filling identified preparedness gaps through the use of the Minimum and Advanced Preparedness Actions (MPAs and APAs) and national standards. Recognize that local actors are themselves often affected during and after emergencies and accordingly, establish risk reduction strategies in collaboration with them.
3. Establish or strengthen, where needed subnational structures and their preparedness activities before disasters or conflicts occur.

Needs assessment and analysis

1. Involve local actors in joint inter-sectoral analysis, including the development of objectives and expected outcomes. Capitalize on local practices and knowledge of local context and work with them to validate conclusions from analyses and assessments.
2. Integrate regional actor's data into analyses, including disaggregated data by sex, age and disability. Conversely, integrate relevant HCT/cluster data into locally or nationally led needs analysis.
3. Identify and address analysis capacity needs of regional actors.

Strategic Response and Planning

1. Explicitly reference localisation practices and strategies in key planning documents, and develop sectoral and inter-sectoral institutional capacity building strategies, where needed. Whenever possible, response plans should be developed with an exit strategy in mind for international actors.
2. Ensure regional actors participate in all stages by strengthening their knowledge about these planning tools, supporting engagement in needs assessments and inter-sectoral needs analysis, reviewing planning and other documents, submitting projects, monitoring and evaluating the humanitarian response.
3. Ensure local actors are supported to contribute to reporting requirements.
4. As appropriate, ensure key members of the cluster Lead Agencies contribute to local or national databases and to reporting requirements.

Humanitarian Development

1. Develop strategies to strengthen the role of local actors in the collaboration between humanitarian, development, and where appropriate, with peace actors, using wherever relevant area-based approaches.

2. Support local actors in contributing to the development of strategies, including the development of collective outcomes in coordination with other forums.
3. Consider development collaboration particularly in environments where there are complex relationships between civil society and national authorities, and contribute to the strengthening of good governance practices and promoting civil society space

Emergency Protocols

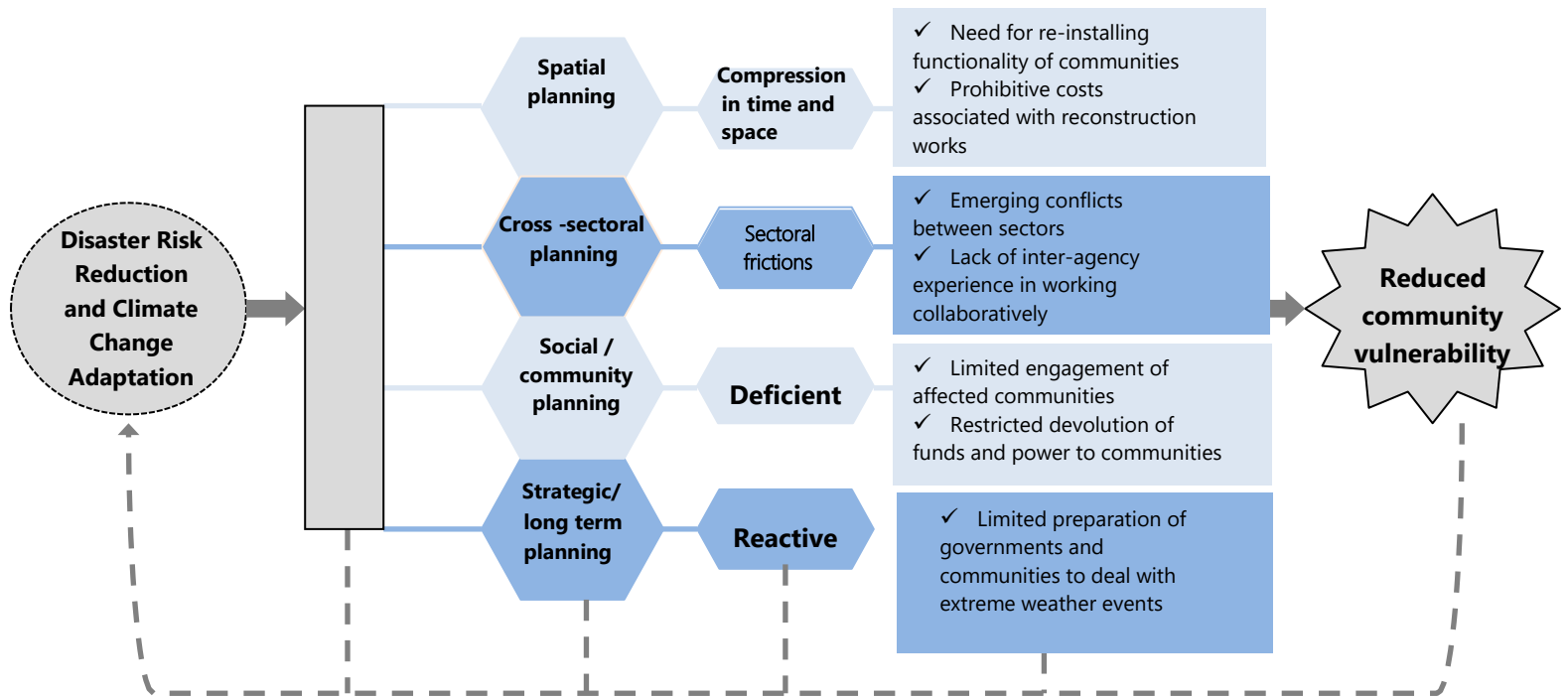


Fig 1: Framework for maximizing synergies between disaster risk reduction and climate change adaptation to achieve improved planning outcomes

Ensuring Accountability

While humanitarian actors recognize that their ultimate accountability is to affected populations, members of humanitarian coordination structures also commit to other areas of accountability that are needed to accelerate the humanitarian reform process in general and the localisation agenda in particular. State and national-level accountability mechanisms should strengthen shared and mutual responsibilities of all humanitarian actors.

1. Support local actors in their accountability to their constituencies and hence, their responsibility to involve them in advance of key decisions, to fairly and transparently represent their views, and to adequately inform them of discussions and decisions coming out of coordination processes.

2. Ensure localisation is integrated into accountability mechanisms. At every performance review, include an assessment of performance against localisation indicators and, where failing, create a plan to take corrective measures in areas for improvement on localization. Establish regular consultation mechanisms and feedback loops (including hotlines to register concerns anonymously) to ensure accountability to local actors as part of efforts to ensure accountability to affected populations. Support joint advocacy plans to promote transparency and accountability.
3. Include monitoring and assessment of progress on localization and coordination in the annual coordination architecture review, cluster reviews, peer to peer support and any other related reviews and evaluations, in order to assess and monitor respective advancement and to take corrective measures, where needed. This requires, as much as possible, collecting and analyzing disaggregated data by gender, race/ethnicity, age, disability, sexual orientation and gender identity, among others.
4. Use, where feasible, localization self-assessments, localisation dashboards, perception surveys and partnership assessment tools for monitoring progress at local-level. Apply the indicators of this guidance for monitoring. Consider doing an annual, joint local humanitarian actor ‘satisfaction review’ about the effectiveness of coordination structures, which differentiates the experience/responses of actors to identify areas of improvement.
5. Leverage local actor expertise and experiences to promote accountability to affected populations (AAP) and to inform the development and coordination of AAP practices and policies, including the design of collective feedback mechanisms. Ensure that local actors can share their best practices and lessons in relevant coordination structures. Link local actors to existing collective feedback mechanisms, thereby ensuring that they have access to and make use of common services.
6. As needed, strengthen capacities and mechanisms for internal reporting of abuse, exploitation, harassment and corruption, among others, taking due regard to ensure that the administrative burden of upwards accountability is not overwhelming for local actors.

Assessing Risks and Threats

Outcome: Coherent, systematic and effective coordination of disaster/emergency response and recovery at regional and state levels.			
Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions and Risks
<p>Output: Fully functional emergency multi sectoral coordination at national, regional and constituent levels</p> <p>Target:</p> <ul style="list-style-type: none"> • Strategic coordination forum • Effective inter cluster coordination • 5 coordination clusters • 4 regional coordination systems 	<p>a. Strategic coordination system established</p> <p>b. Number of strategic coordination meetings held</p> <p>c. Number of national multi sectoral coordination meeting held</p> <p>d. Number of regional multi sectoral coordination systems established</p> <p>e. Number of stakeholders benefiting from capacity development, building or trainings conducted at all levels</p>	<p>Resolutions/minutes of strategic coordination</p> <p>Inter cluster coordination minutes/ reports</p> <p>Cluster coordination minutes/ reports</p> <p>Situation reports (Sitreps)</p> <p>Lessons learnt report/s</p> <p>MHCP integrating lessons learnt from simulations</p> <p>Photography and media coverage of coordination events/meetings</p>	<p>Assumptions:</p> <p>a. Availability of resources to support coordination activities</p> <p>b. Continued donor financial and technical support</p> <p>Risks:</p> <p>a. Inadequate commitment and full ownership of the multi sectoral coordination by the government and all clusters</p> <p>b. Inadequate involvement and/or co-operation among stakeholders at all levels</p>

Annexure I

Disaster Calendar of Gujarat:

Disaster Preparedness Calendar											
Preparedness Planning											
S.No	Hazards	Hazard Prone Districts	Population vulnerable/exposed				Focal IAG partner	Potential emergency response organizations (IAG partners)	Trained Voulnteers (Aapda Mitra, Volunteers)		
			Total	Male	Female	0-6 years					
1	Cyclone (May to July, September to November)	Kutch	2092371	1096737	995634	318412	SETU Abhiyan Yusuf Meherally Centre	11 organizations	62		
		Jamnagar	1389283	718306	670977	263972	Saurashtra Voluntary Actions Chaitanya Charitable Trust	14 organizations	56		
		Dwarka	752484	386566	365918		Gram Vikaas Trust	2 organizations	53		
		Porbandar	585449	300209	285240	65926	Premharsh Manavta Trust	3 organizations	20		
		Anand	2092745	1087224	1005521	254008	Pochhabhai Foundation Kaira Social Service Society	6 organizations	284		
		Junagadh	2743082	1040356	1338726	311930		4 organizations	185		
		Gir Somnath	1217477	620026	597451	154943	Sikshan Samaaj Kalyaan Kendra Ambuja Cement Foundation	12 organizations	68		
		Amreli	1514190	771049	743141	173555	Vivekanand Research and Training Institute Gujarat Heavy Chemicals Foundation	16 organizations	35		
		Bhavnagar	24102111	1248670	1161541	315958	Utthan Trust Triveni Foundation	7 organizations	30		
		Bharuch	1551019	805707	745312	179103	Care India Jilla Mahila Kelvani Mandal	9 organizations	71		
		Surat	6081322	3402224	2679098	736286	Navsarjan Samta Charitable Trust	11 organizations	89		
		Navsari	1329672	678165	651507	135170	Cohesion Foundation Trust	5 organizations	87		
		Valsad	1705678	887222	818456	215439	Adivasi Foundation Trust	2 organizations	45		
				Surendranagar	1561066	809307	751759	212503	Same as Rajkot	9 organizations	50
				Amreli	1514190	771049	743141	173555	Vivekanand Research and Training Institute Gujarat Heavy Chemicals Foundation	16 organizations	35

2	Heatwave (April to June)	Banaskantha	3120506	1610379	1510127	510310	Naisargik Trust Banaskantha Jilla Dalit Sangathan Samvedna Trust	18 organizations	33
		Patan	1339557	692251	647306	184296	Same as Banaskantha	3 organizations	42
		Kutch	2092371	1096737	995634	318412	SETU Abhiyan Yusuf Meherally Centre	11 organizations	62
		Botad	656005	337234	318771	92347	Bhagirathi Uttar Binuyadi Trust	1 organization	20
		Morbi	970548	499874	470674		Same as Rajkot	9 organizations	70
		Ahmedabad	7214225	3788051	3426174	842518	Centre for Development St. Xavier's Social Service Society Dharti Charitable Trust	14 organizations	65
		Rajkot	3034722	1577759	1456963	438580	Anandi SWATI	9 organizations	45
		Jamnagar	2160119	1114192	1045927	263972	Saurashtra Voluntary Actions Chaitanya Charitable Trust	14 organizations	56
		Rajkot	3034722	1577759	1456963	438580	Anandi SWATI	9 organizations	45
		Amreli	1514190	771049	743141	173555	Vivekanand Research and Training Institute Gujarat Heavy Chemicals Foundation	16 organizations	35
3	Floods (July to September)	Ahmedabad	7214225	3788051	3426174	842518	Centre for Development St. Xavier's Social Service Society Dharti Charitable Trust	14 organizations	65
		Morbi	970548	499874	470674		Same as Rajkot	9 organizations	70
		Anand	2092745	1087224	1005521	254008	Pochhabhai Foundation Kaira Social Service Society	6 organizations	284
		Kheda	2299885	1185727	1114158	291133	Kaira Social Service Society	1 organization	69
		Banaskantha	3120506	1610379	1510127	510310	Naisargik Trust Banaskantha Jilla Dalit Sangathan Samvedna Trust	18 organizations	33
		Patan	1339557	692251	647306	184296	Same as Banaskantha	3 organizations	42
		Vadodara	1822221	949998	872223	499811	Sahaj Four Legs Charitable Trust	4 organizations	11
		Bharuch	1551019	805707	745312	179103	Care India Jilla Mahila Kelvani Mandal	9 organizations	71
		Surat	6081322	3402224	2679098	736286	Navsarjan Samta Charitable Trust	11 organizations	89
		Navsari	1329672	678165	651507	135170	Cohesion Foundation Trust	5 organizations	87
		Valsad	1705678	887222	818456	215439	Adivasi Foundation Trust	2 organizations	45
		Kutch	2092371	1096737	995634	318412	SETU Abhiyan Yusuf Meherally Centre	11 organizations	62

4	Lightning (June and July)	Jamnagar	2160119	1114192	1045927	263972	Saurashtra Voluntary Actions Chaitanya Charitable Trust	14 organizations	56		
		Morbi	970548	499874	470674		Same as Rajkot	9 organizations	70		
		Rajkot	3034722	1577759	1456963	438580	Anandi SWATI	9 organizations	45		
		Amreli	1514190	771049	743141	173555	Vivekanand Research and Training Institute Gujarat Heavy Chemicals Foundation	16 organizations	35		
		Bhavnagar	24102111	1248670	1161541	315958	Utthan Trust Triveni Foundation	7 organizations	30		
		Banaskantha	3120506	1610379	1510127	510310	Naisargik Trust Banaskantha Jilla Dalit Sangathan Samvedna Trust	18 organizations	33		
		Vadodara	1822221	949998	872223	499811	Sahaj Four Legs Charitable Trust	4 organizations	11		
		Bharuch	1551019	805707	745312	179103	Care India Jilla Mahila Kelvani Mandal	9 organizations	71		
		Tapi	807022	402188	404834	89075			80		
		Dahod	2127086	1068651	1058435	414798			112		
		5	Earthquake	Kutch	2092371	1096737	995634	318412	SETU Abhiyan Yusuf Meherally Centre	11 organizations	62
				Patan	1339557	692251	647306	184296	Same as Banaskantha	3 organizations	42
Banaskantha	3120506			1610379	1510127	510310	Naisargik Trust Banaskantha Jilla Dalit Sangathan Samvedna Trust	18 organizations	33		
Rajkot	3034722			1577759	1456963	438580	Anandi SWATI	9 organizations	45		
Morbi	970548			499874	470674		Same as Rajkot	9 organizations	70		
Dwarka	752484			386566	365918		Gram Vikaas Trust	2 organizations	53		
Bhavnagar	24102111			1248670	1161541	315958	Utthan Trust Triveni Foundation	7 organizations	30		
Ahmedabad	7214225			3788051	3426174	842518	Centre for Development St. Xavier's Social Service Society Dharti Charitable Trust	14 organizations	65		
Surendranagar	1561066			809307	751759	212503	Same as Rajkot	9 organizations	50		
Rajkot	3034722			1577759	1456963	438580	Anandi SWATI	9 organizations	45		
		Kutch	2092371	1096737	995634	318412	SETU Abhiyan Yusuf Meherally Centre	11 organizations	62		
		Amreli	1514190	771049	743141	173555	Vivekanand Research and Training Institute	16 organizations	35		

6	Drought (February to June)					Gujarat Heavy Chemicals Foundation			
		Bhavnagar	24102111	1248670	1161541	315958	Utthan Trust	7 organizations	30
							Triveni Foundation		
		Surendranagar	1561066	809307	751759	212503	Same as Rajkot	9 organizations	50
		Patan	1339557	692251	647306	184296	Same as Banaskantha	3 organizations	42
		Banaskantha	3120506	1610379	1510127	510310	Naisargik Trust	18 organizations	33
							Banaskantha Jilla Dalit Sangathan		
							Samvedna Trust		
Botad	656005	337234	318771	92347	Bhagirathi Uttar Binuyadi Trust	1 organization	20		
Morbi	970548	499874	470674		Same as Rajkot	9 organizations	70		

List of Gujarat IAG members and Sphere member's local partners

<https://sphereindiablog.files.wordpress.com/2018/01/annexure-vi-list-of-gujarat-iag-members-and-sphere-members-local-partners.pdf>