

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## PAKISTAN (Appeal 01.28/2002)

*Click on programme title or figures to go to the text or budget*

	2002 In CHF	2003 <sup>1</sup> In CHF
1. Disaster Preparedness	312,910	277,594
2. Health and Care	446,285	406,776
4. Humanitarian Values	44,690	44,690
5. Organizational Development	294,955	269,531
<b>Total</b>	<b>1,098,840</b>	<b>998,592</b>

## Introduction

### National context

The population of Pakistan is estimated at around 140.5 million, with an annual growth rate of 2.1 per cent. Life expectancy stands at 63 years, with a high infant mortality rate of 88 per 1,000 (1998). The Human Development Index is currently 0.508 (UNDP 1999). Continuing political uncertainty has had a significantly adverse impact on Pakistan's overall development. The GNP per capita is estimated at USD 400 with a declining growth rate (5.7 per cent in 1995, an estimated 2.37 per cent in 1997).

Social indicators show an average life expectancy of 63 years (1998), and an adult literacy rate of 61 per cent for men and 37 per cent for women (Economic Survey, government of Pakistan, June 2001). Fifty-two per cent of children under the age of five years were moderately malnourished and 13 per cent severely malnourished (government of Pakistan, 2001). Access to safe drinking water is available for 90 per cent of the urban population and 76 per cent of the people in rural areas (Pakistan Integrated Household Survey, 1995-8). The country has some 5,171 basic health units with 856 rural health centres (Economic Survey, government of Pakistan, June 2001). However, most health care is concentrated in urban areas where less than one third of Pakistan's population lives, and rural facilities are often badly understaffed and under-equipped.



<sup>1</sup> These are preliminary budget figures for 2003, and are subject to revision in the course of 2002.

The disaster-proneness of Pakistan varies with its regions and the altitude. The central Indus valley and the vast Indus delta plain in the south are regularly the scene of devastating river floods, forcing hundreds of thousands of people to leave their homes and seek refuge on higher ground. Such a vast expanse of flooding causes significant damage, particularly in a predominantly agricultural society. In the arid areas of Pakistan (e.g. Balochistan), inhabitants must contend with acute food shortages due to the poor quality of the soil, and a certain level of under-nutrition and malnutrition is constant. Both the arid west and the mountainous north are regularly affected by devastating earthquakes. Although Pakistan is not located in the traditional area where cyclones develop (the Bay of Bengal), occasional cyclones make landfall along the coast of Sindh Province. As in many Asian countries, some of the poorest sections of the population live in the flood plains, and since the suburbs of Karachi are particularly overpopulated, cyclones in that area are extraordinarily damaging.

During 2000 and 2001, the national society has undertaken drought and earthquake relief operations, with support from international Federation appeals.

Finally, a significant threat in Pakistan is the increasing communal violence and the continuing conflict over territorial claims between Pakistan and neighbouring India. The needs of increasing numbers of Afghan refugees in Pakistan also give cause for concern.

Traditional coping mechanisms are often overwhelmed by the scope of disasters, but one important asset for those regularly affected by floods is the effective early warning system established many years ago by the authorities. The possibilities for local rural communities to combat the main threats they face have been gradually recognized, and the Pakistan Red Crescent is one of the organizations addressing such issues as improved construction, proper water treatment, literacy training, and better preparedness of local communities. In many rural areas, women's self-help groups are evolving, thus increasing the community's potential even further.

## **National society priorities**

The national society's priorities are based on its first Five Year Development Plan, 2000 to 2004, which takes into account identified needs within Pakistan and also considers the long-term development perspective for South Asia presented by the Federation regional delegation. The society has also incorporated the follow-up to the Hanoi Regional Conference and reflected the priorities of the Capacity Building Plan 2000-2003. In its five year plan, the it reviews the in-country situation, analyses possible approaches and identifies objectives. The main focus for 2002-2003 will continue to be:

- Institutional and organizational development.
- Emergency preparedness and response (traditional and community-based).
- Planning, development and management of PRCS health programmes.

## **Priority programmes for Federation assistance**

The main aim is to maintain and further enhance the positive momentum within the national society to modernize, upgrade, and prioritize. Support will continue to focus on:

- Institutional and resource development, including finance and human resource elements.
- Disaster preparedness and response.
- Health education and services, including primary health care infrastructure in Balochistan and strengthening of health services for peri-urban and rural communities.

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# 1. Disaster preparedness

## Background and achievements/lessons to date

Pakistan, like other neighbouring countries in the region, is among the high risk countries in terms of its vulnerability to different types of disasters (1.77 per cent of its population was killed or affected by disasters in the period 1991-2000, World Disasters Report, 2001). The hazards and vulnerability of Pakistan vary with its regions and the altitude. The central Indus valley and the vast Indus delta plain in the south are regularly the scene of devastating river floods, while in Balochistan the inhabitants must contend with recurrent acute food shortages. Both the arid west and the mountainous north are regularly affected by devastating earthquakes. As in many Asian countries, some of the poorest sections of the population live in the flood plains, and since the suburbs of Karachi are particularly overpopulated, cyclones in that area are extraordinarily damaging.

Mechanisms in place to counter the effect of these disasters are relatively weak in Pakistan. Since 1997, the Pakistan Red Crescent society (PRCS) has been making serious endeavours to improve its disaster preparedness and response activities at all organizational levels. Seven community based disaster preparedness workshops have been organized between 1997 and 2000 to raise disaster preparedness awareness in Pakistan and improve disaster management skills of both PRCS volunteers/staff and government staff.

In July 2000 the national society identified the need to shift its focus towards a more strategic approach to disaster management. It determined to enhance its own capacity and that of the community to deal with vulnerabilities arising out of disasters through a structured institutional development process in branches and national headquarters, targeted training for staff, volunteers and communities and other focused mitigation activities.

The PRCS is implementing a one year Disaster Risk Reduction Programme (July 2001-June 2002). The programme (currently resourced by DFID-UK ) is based on this new strategy. The project has three main objectives: to assess PRCS institutional capacity to provide baseline information for PRCS disaster management policy; to develop branch and community capacity to decrease disaster related vulnerability; and to continue to share information on disaster management issues with relevant stakeholders in Pakistan. Lessons learnt during this project will become an integral part of the next stage of the disaster preparedness programme.

This appeal includes objectives and activities of the Disaster Risk Reduction Programme for the period January-June 2002, but it does not seek funding for it. The resources sought are for continuation and expansion of the overall PRCS disaster preparedness programme.

**Goal** The overall goal of the programme is to develop the national society's ability to improve the capacity of vulnerable communities to establish effective disaster preparedness and coping mechanisms.

## Objectives and activities

**Objective 1** To establish a comprehensive/integrated PRCS disaster management policy.

Activities to achieve this objective are:

- Conduct an comprehensive assessment of PRCS disaster preparedness/disaster response (DP/DR) capacities and resources through use of external consultants.
- Share consultants' report within PRCS at all levels to familiarize all stakeholders with baseline information on Disaster Management (DM) policy formulation.

- Convene a preliminary meeting of a core group (comprising PRCS DM experts and the regional DP delegate to set guidelines and agenda for 4 provincial Disaster Management Policy (DMP) formulation workshops.
- Hold four provincial workshops in the respective provincial headquarters.
- Hold a second meeting of the core group to collate the findings of the provincial workshops and to draw up a draft DM policy to be discussed in a national level DM policy formulation workshop.
- Hold a national workshop involving internal and external stakeholders to formulate the DM policy and finalize a draft to be submitted to the Managing Board.
- Submit the draft for the approval of PRCS Managing Body and after approval, circulate to all concerned (internally and externally) for information and reference.

**Objective 2:** PRCS Information Resource Centre to compile and share information and to advocate PRCS position on disaster management issues.

Activities to achieve this objective are:

- Establish contacts with external information sources including government, UN, NGOs and media.
- Update PRCS web site with relevant DP/DR material and regularly post case studies and lessons learned during disaster response operations.
- Produce, translate and disseminate disaster awareness materials, including Sphere standards.
- Publication by the Resource Centre of a monthly /bimonthly newsletter (to be available at web site and also shared through e-mail) focusing primarily on events/activities of national importance (feedback/material from other partners to be included).
- Set standard procedures/tools for continuous information exchange between different tiers of PRCS.
- Advocate with government and other development stakeholders to invest in disaster preparedness and highlight increased vulnerabilities due to disasters in Pakistan.

**Objective 3:** To improve the disaster response capacity of the Pakistan Red Crescent society at national and provincial level and integrate the society's conflict and disaster preparedness mechanisms, in order to optimize available resources.

Activities to achieve this objective are:

- Establish and equip two new disaster management cells at provincial branch headquarters; recruit and train staff;  
create and maintain databases of all trained staff and volunteers with identified relevant skills.
- Conduct one national level basic disaster management training of trainers (ToT) course to improve staff and volunteer skills in disaster response.
- Provide national headquarters warehouse with moveable racks/shelves for protection of relief stocks, which will enhance PRCS national headquarters' warehousing capacity.
- Provide relief stocks to one provincial branch.
- Link ICRC funded conflict preparedness and response programme with DP programme in the Punjab province to ensure maximisation of resources.
- Improve co-ordination with government structures and other agencies by: defining roles and responsibilities for Red Crescent at all levels and communicating this in advance to the government; and developing co-ordinated databases of available resources with other NGOs at all levels to be used during disaster response.

**Objective 4:** To strengthen capacities of local vulnerable communities through continuation of CBDP projects in 5 communities till the end of 2002 and start 5 new community projects in 2003.

Activities to achieve this objective are:

- Hold CBDP orientation programme for new staff and Volunteers at province level before implementation of the project.
- Select 5 new communities in 2003 throughout the four provinces.
- Select communities by district chapters as per agreed criteria of CBDP projects.
- Identify community workers (trainers) in the communities.

- Organize community levels training (disaster management, first aid and management training).
- Conduct community hazard and vulnerability mapping and formulate disaster preparedness plan in each of the targeted communities.
- Design and implement small mitigation activities identified as a result of hazard and vulnerability mapping exercise in communities.
- Establish health units in these communities to improve the existing health conditions.

## **Expected results by December 2002**

### *Objective 1:*

- A comprehensive, integrated PRCS DM policy will be available for information and reference.
- Grassroots level ownership of the policy will have been ensured through participation of staff/volunteers in policy formulation.
- Linkages between different players involved in DM in Pakistan will have been established and strengthened.
- A comprehensive and co-ordinated approach will have been adopted while assigning different tasks and responsibilities to different agencies as per their competencies and capacity.

### *Objective 2:*

- Change in attitude of government and other agencies towards disaster preparedness.
- Resource centre will have provided useful inputs for Federation DMIS.
- The information will have been utilized for better programme planning.
- PRCS outputs in interagency information sharing forums will have been increased.
- The continuation of the Resource Centre will have ensured a PRCS lead role in the domain of DM and this will have shown cost-effectiveness as it will employ latest IT tools/means.
- The PRCS web site will have been continuously updated and regularly used by public, other agencies and media.
- The regular exchange of information and standardization of information flow will have facilitated PRCS operational readiness and ensured prompt and effective response at local level to different disasters.

### *Objective 3:*

- Trained and motivated staff and volunteers in all provinces for disaster response.
- Capacity of the provincial headquarters to respond to disasters will have increased.
- Safety of relief stores in national headquarters warehouse will have been ensured and as an additional advantage extra space will have been created.
- One provincial branch warehouse to have minimum relief stocks available to mitigate immediately impact of any emergency.
- The linking of conflict preparedness with disaster preparedness programme will have augmented the latter and ensured optimum utilization of funds.

### *Objective 4:*

- Capacity of the targeted communities will have been enhanced to face any local disasters.
- Five disaster resilient communities with well-defined and co-ordinated disaster response operational plans and corresponding support will be in place.
- Vulnerability will have been further reduced by employing an integrated developmental approach in five target communities for 2002 by establishing health units, funded by the health programme.

## **Indicators**

- Documents, community committees and training records.
- Quarterly progress reports.
- Reduced disaster response time for any PRCS intervention.
- Disaster management policy document is readily available.
- Publications of the Resource Centre and updated PRCS official web site.
- Quality and quantity of Pakistan information on the DMIS (Federation) site.

- Willingness by government and other stakeholders to invest in disaster preparedness.
- PRCS headquarters warehouse available for inspection with modified structural arrangement.
- One PRCS headquarters warehouse refurbished.
- Disaster Management Cells at PRCS headquarters and selected locations (seven) functioning to reduce risk reduction.
- Inclusion of conflict preparedness and response programme in broader disaster preparedness and response programme initiated initially at ideological level.
- Integrated development approach visible in health programme support to disaster preparedness programme through establishment of health units at selected sites.

### **Critical assumptions**

- Funding is available and disaster management remains a priority for both the Federation and PRCS.
- Availability of suitably qualified personnel for recruitment into DM cells.
- PRCS/Federation resources are not diverted by major emergencies.
- PRCS branch commitment allows their full involvement, ensuring long term monitoring and assistance.
- Willingness of other agencies to participate in information sharing network.
- The recently-changed local government structures do not prevent necessary changes in the Red Crescent district branch structures.
- Government mandates clear roles at national and provincial level for other stakeholders.

### **Monitoring and evaluation**

- Reports will be provided on completion of community pilot projects.
- Quarterly financial and narrative reports will be provided, describing progress against the set objectives and action plan.
- The national co-ordinator based at national headquarters maintains liaison with provincial Secretaries to monitor progress and conducts quarterly monitoring visits.
- The project staff employed for disaster management cells to provide monthly reports on their projects.
- Monitoring visits by the provincial Secretaries and project staff to the project sites to ensure implementation in line with the programme objectives. The Secretaries will provide technical input wherever necessary to enhance the efficacy of the projects.
- Additional support and monitoring will be provided by the Federation, as appropriate and necessary. An end evaluation involving, as appropriate, PRCS staff/volunteers, South Asia regional delegation technical delegates/ staff, representatives of supporting agencies and external technical experts.

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## 2. Health and care

### Background and achievement/lessons to date

Health related problems in Pakistan are immense. There is only one doctor for 1,529 people, one nurse for 3,7324 persons, one dental surgeon for 33,629 people and 1 hospital bed per 1,495 patients, while 60 per cent of the population does not have access to safe drinking water. Only 0.7 per cent of the GNP is allocated for the health sector. Health related problems are further compounded by low literacy levels for men and women. The main work of the Pakistan Red Crescent society (PRCS) is in the field of health, ranging from general hospitals, TB hospitals, and a leprosy home to Mother and Child Health (MCH) centres located throughout the country. The Federation, through partner national societies, has helped in implementing various health-related programmes, with particular focus on mother and child health, first aid and the blood programme.

The PRCS, together with the St. John's Ambulance Association, is the oldest organization providing first aid training: in 1999 2,653 people were given training. As a result of promoting the importance of first aid, collaboration with other organizations and the implementation of a Community Based First Aid (CBFA) programme, there is an ever-increasing demand for training. The response has been the establishment of a national Training and Resource Centre in Islamabad. The society's slogan is "A First Aider in every home" and a programme for Training of trainers in CBFA is under way, supported through the Federation by CIDA and the Swedish Red Cross. Training was given to a total of 126 men and women in the first eight months of 2001. Many of the trainees were PRCS MCH female staff members who have access to and can communicate with women, frequently the most vulnerable. The CBFA concept will be used as a tool in many existing PRCS activities as well as those envisaged in the Country Assistance Strategy for 2001 – 2003.

PRCS has a well-established Reproductive Health Services programme which provides reproductive health services to mothers at primary health care level all over the country. The main focus is on primary health care in the form of preventive MCH services for the most vulnerable women and children. At present reproductive health services are provided in 17 of the society's 61 MCH centres and these services need to be expanded. While PRCS is able to meet some of the costs of this programme, additional support is needed to integrate reproductive health services into 30 more of the existing MCH facilities over the next three years.

The health programme for Balochistan is now an integral part of the Reproductive Health programme. While elsewhere the programme seeks to upgrade and expand activities within existing MCH structures, in Balochistan the objective is to establish PRCS basic health facilities. Balochistan is still an underdeveloped province, very sparsely populated and with extremes of climate and terrain. It has a literacy rate of 28 per cent, and women and children constitute one of the most exposed vulnerable groups, especially in the districts of Chagai (Nushki), Mastung, Pishin and Sibi. Recently, PRCS greatly increased its activities in Balochistan and was also active during the drought in 2000. It now plans to build on its existing presence and activities by further developing basic health services. The first MCH centre was established at Nushki with support from the Chinese Red Cross.

In 2001, PRCS committed itself to expanding its activities in support of the polio eradication campaign and is working closely with WHO on this project, with financial and technical support from the Federation. This activity will run until at least the end of 2002, when it is estimated by WHO that polio will have been eradicated in Pakistan. PRCS is particularly active in the area of awareness-raising and social mobilization around the national Immunization Days.

New to the Health programme in 2002 is the national Society's interest in developing HIV/AIDS activities and a pilot project. After the first meeting of the regional Safe Blood Working Group, hosted by PRCS in 2001, the national society again stated its serious commitment to scaling-up activities to recruit and retain safe blood donors: Safe Blood thus returns to the Appeal after a year's absence.

As a result of a strategic planning process in July 2000, three key sub-programmes were identified: Health Management and Promotion (through CBFA approach); Reproductive Health Services; and a Safe Blood Donor Project. Together they form the PRCS Health Programme.

**Overall goal** The overall goal of the health programme is to strengthen an integrated approach across the Society's programmes to improving the health of the vulnerable through community participation.

## **Health Management and Promotion Project (through CBFA)**

**Goal** The overall long term goal of the project is to ensure a trained first aider in every home.

### **Objectives and activities**

**Objective 1** To reorganize the health management capacity at national headquarters, including the establishment of an integrated approach to the national society's health programme.

Activities to achieve this objective are:

- Continue to employ a health co-ordinator in DCU to co-ordinate all three components of the health programme in 2002 and 2003.
- Formulate an integrated approach to the society's programmes at national and provincial levels during 2002, particularly as a part of branch development and volunteer mobilization strategies.

**Objective 2** To develop and further strengthen the national Training and Resource Centre (NTRC).

Activities to achieve this objective are:

- Retain two senior trainers for the NTRC in 2002.
- Retain one male junior trainer for the NTRC in 2002.
- Provide one refresher training for all national society first aid trainers in 2002.
- Provide one TOT in national headquarters for enhancing PRCS Resource Pool of CBFA trainers in 2002.
- Develop business plan to increase national society's income through expanded training programme in 2002.

**Objective 3** To strengthen strategic health promotion, using the CBFA approach.

Activities to achieve this objective are:

- Develop a plan to conduct regular CBFA training courses for Red Crescent personnel and volunteers and community members in 2002 (4 courses in PRCS headquarters).
- Conduct health promotion campaigns in the media (print and electronic) in 2002, linked to information development work at national headquarters and in the branches.
- Continue support to two Training Centres at PRCS headquarters till the end of 2002.
- Establish two Training Centres and employ provincial Health and Training Officer for remaining centres till the end of 2002.

### **Expected Results**

- The necessary personnel will have been hired and will be undertaking their roles and responsibilities as planned.
- A strategy for an integrated approach to the national society's health programmes will have been developed by the end of 2002
- CBFA training will have been provided for 80 to 100 PRCS personnel and 1,000 volunteers in 2002, rising to 4,000 volunteers per annum by the end of 2003.
- 15 to 20 PRCS personnel will have been trained or retrained as CBFA trainers in 2002.
- Possibilities for health promotion campaigns in the media will have been explored during 2002, a plan drafted and a pilot campaign undertaken.
- The necessary equipment and training materials will be available in the NTRC.

- Further necessary but limited renovation of the Centre will have been undertaken to increase its training facilities.
- A report will be available assessing the opportunities and needs within the community for first aid training and income generation possibilities.

### **Indicators**

- Reports on the project will be provided quarterly and be available in PRCS headquarters.
- Records of training sessions with lists of attendees, trained trainers etc. will be available.
- Training materials requested will be utilized during training sessions.
- A strategy for the further integration of the health programme will be available for planning for 2002.
- The population will have been made aware of a key health message through a pilot media health promotion campaign.

### **Critical assumptions**

- Health will continue to be a priority for the national society at all levels.
- Funds will be available for personnel and training aids. While these costs are not always attractive to donors they are central to the quality and impact of the programme.
- Some funds will continue to be generated through the provision of training. Training charges will be increased, but not to the detriment of the vulnerable.
- Some funding will be allocated to the programme from national headquarters and provincial branch resources.

### **Monitoring and evaluation**

- The national society will monitor and report on the project regularly and will provide quarterly narrative and financial reports.
- Overall responsibility for the project will lie with the health co-ordinator, Development and Co-operation Unit (DCU), through the three Health Programme managers.
- A complete programme review will be done by the end of 2002.

## **Reproductive health services project**

**Goal** The overall goal of the project is to improve the health of the target population through a strengthened and co-ordinated approach to reproductive health services.

### **Objectives and activities**

**Objective 1** Increase Reproductive Health/MCH services in existing PRCS health facilities and the number of beneficiaries utilizing them.

Activities to achieve this objective are:

- Integrate reproductive health services into 10 existing MCH centres during 2002.
- Increase role of MCH in creating awareness about HIV/AIDS in 2002 and 2003.
- Provide reproductive health/MCH services to one million women and children per annum.
- Provide training for health personnel in 2002 and 2003.

**Objective 2** Facilitate an increased level of vaccination programmes for children against preventable diseases.

Activities to achieve this objective are:

- Further develop and improve the vaccination services in 2002 and 2003.
- Increase support to the government drive for polio eradication through PRCS health outlets in 2002.
- Increase vaccination provision at PRCS health centres by 10 per cent per annum.

**Objective 3** Increase promotive, preventive and basic curative services through mobile health units and static centres at the site of the Risk Reduction Programme (three locations).

Activities to achieve this objective are:

- Continue with four Mobile Health Units in Balochistan to promote preventive health care and undertake nutritional surveillance, with limited curative care, on an outreach basis to 40 villages in 2002 and 2003.
- Establish three basic health centres at three selected locations (linked to Risk Reduction Programme 2001-2002) for an institutionalised presence of PRCS in 2002.

**Objective 4** Increase health education activities, including those for people attending clinics.

Activities to achieve this objective are:

- Ensure that health education/promotion messages are given to all those attending health centres in 2002 and 2003.
- Further develop outreach and community-based health education and promotion activities through Mobile Health Units in Balochistan in 2002 and 2003.
- Develop pilot project to raise awareness on HIV/AIDS in 2002.

### **Expected Results**

- One million women and children will have utilized the reproductive health/MCH services by the end of 2002.
- Reproductive health services will have been integrated into ten existing MCH centres.
- These MCH centres will be better equipped to provide the services, and will have appropriate equipment and adequate contraceptive supplies.
- One new basic health unit will have been established in Balochistan.
- Four mobile health teams will have continued to work with their outreach health promotion and nutritional surveillance programme.
- Three Health Units/Service Centres in place to reduce the risk further and also extend support to the Risk Reduction Programme (DP/DR Programme) while at the same manifesting integrated development approach.
- Five million women of childbearing age will have been made aware of the potential benefits of Reproductive Health/Family Planning services.
- Vaccination with special emphasis on polio provision will have been increased by 10 per cent.
- PRCS staff receives training to deliver an expanded reproductive health services programme with a focus on HIV/AIDS.
- The demand for and provision of contraceptives will have increased by 10 per cent.
- A pilot HIV/AIDS project will have been established.

### **Indicators**

- Quarterly financial and narrative reports, including records of attendance, services provided and numbers reached with health education.
- Communities will be aware of the expanded services being provided in the PRCS health centres.
- The demand for and uptake of reproductive health services will be measurably increased.
- Communities in selected locations in Balochistan will be aware of the new health facilities.

### **Critical assumptions**

- Funds will be provided for the expansion of activities. PRCS already funds much of the existing programme itself and will continue to explore new income generation possibilities. Hopefully, the national society will be able to sustain the programme after three to five years without external support.

### **Monitoring and evaluation**

- Activities will be supervised by the reproductive health co-ordinator at national headquarters and regular monitoring visits to the health centres will be undertaken.
- Ongoing monitoring will be undertaken by PRCS and quarterly financial and narrative reports will be provided.
- The regional health delegate, who is based in Pakistan, will provide additional monitoring and support.

## **Safe blood project**

**Goal** To further raise safe blood awareness in the community for increased recruitment and retention of voluntary non-remunerated donors.

### **Objectives and activities**

**Objective 1** To increase the number of voluntary non-remunerated blood donors at the PRCS blood donor centre and devise mechanisms for their retention.

Activities to achieve this objective are:

- Hire one donor recruitment officer at national headquarters in 2002.
- Hire two motivators at national headquarters in 2002.
- Produce and distribute relevant information, education and communication materials in 2002 and 2003.
- Produce kits for voluntary donors in 2002 and 2003.
- Provide basic training on donor recruitment and retention for PRCS staff in 2020.

### **Expected results**

- Awareness regarding blood donation in the target area will have increased by 10 per cent.
- Blood collection at national headquarters' centre will have increased by 20 per cent.
- There will have been a 10 per cent increase in repeat donors.
- Information sharing will have increased and the skill of staff enhanced.

### **Indicators**

- IEC materials on safe blood will be available.
- Records of volunteers/donors will be available
- Training records will be available, showing numbers and locations of personnel, and the type of training which has been provided.

### **Critical assumptions**

- Funds will be available for blood donor recruitment and retention.

### **Monitoring and evaluation**

- Quarterly financial and narrative reports will be provided.

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## 3. Humanitarian values

### Background and achievements/lessons to date

The core component of Humanitarian Values and Fundamental Principles was not included in last year's appeal, although the national society has been working on this issue for many years. The promotion of humanitarian values is already an integral part of key national society programmes, such as blood donor recruitment, community based first aid, community based disaster preparedness, and information activities, including all publications. Additionally the national society receives support from ICRC for dissemination and tracing training and activities, in which the Fundamental Principles and humanitarian values are key core components.

However, the national society recognizes the need to have a more focused approach to this work and to profile and project these issues in more depth and more widely. For this reason, two objectives have been included in the Appeal for 2002/3.

**Goal** The overall goal for the programme is to bring about a change in the behaviour of people in the national society, in private and public institutions and in the wider community by a greater dissemination of humanitarian values and the Movement's Fundamental Principles.

### Objectives and activities

**Objective 1** To develop new initiatives to ensure greater understanding of humanitarian values and the Movement's Fundamental Principles within the national society and the community.

Activities to achieve this objective are:

- Establish a working group to develop a humanitarian values strategy in 2002.
- Incorporate a humanitarian values component into all planned training for 2002 and 2003.

**Objective 2** To further increase the profile and image of the national society as a countrywide humanitarian organization.

Activities to achieve this objective are:

- Identify key external audiences as targets for publicity materials in 2002.
- Develop a national publication strategy for posters, leaflets, brochures and magazines for distribution to target audiences in 2002.
- Continue to develop the monthly PRCS magazine, increasing its coverage of PRCS activities at provincial and district levels and the overall circulation in 2002 and 2003 (ICRC will continue to fully support this activity).
- Increase the contribution from branches/departments pertaining to publicity materials in 2002.
- Develop a media strategy for the national society in 2002.
- Mark all PRCS properties/vehicles/assets with the PRCS emblem in 2002 and 2003.
- Provide the PRCS volunteer corps nation-wide with standardized uniforms/badges/caps/insignia in 2002 and 2003.

### Expected results

- The PRCS will have established a national publications strategy.
- The national society will have developed a media strategy.
- Visibility of the national society will have increased.
- All PRCS vehicles, properties and uniforms will be marked with the PRCS emblem.

**Indicators**

- PRCS is recognized by key target audiences as a leading humanitarian organization in Pakistan.

**Critical assumptions**

- The national society and its leadership maintain their current level of expertise and commitment to change.
- The programme receives sufficient financial and technical support through the network of the Federation and its regional delegation.
- The planned development work is not hampered or stalled by major relief operations.
- The political environment in the country remains conducive to the national society's humanitarian work.

**Monitoring and evaluation**

- Regular monitoring and periodic evaluation will be an integral part of the implementation process, to record progress and to assist with decision-making.
- Quarterly narrative and financial reports on the programme will be provided, detailing progress against the objectives and action plan.

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## 4. Organizational development

### Background and achievements/lessons to date

Since its inception in 1947, the Pakistan Red Crescent society has worked actively within the community to help the most needy. Yet despite its many activities, it is still not a well known name within the country. This is due, at least in part, to a lack of capacity to deal with core Red Cross/Red Crescent issues and mandates. Thus, although the society is very active in health related activities and has an excellent infrastructure for dealing with health-related issues, it lags behind other societies in the South Asia region in the fields of information development, financial development, human resource development and general management issues. The prime objective is to increase PRCS capacity to meet the Federation's global goals as defined in "Strategy 2010". The programme will be implemented in consultation with the Federation and the ICRC. Sustainability will be an integral part of the process and gearing PRCS activities to strategic variables will be a fundamental aim.

The PRCS national headquarters has had one principal information officer since mid-1999, whose role has been to actively project PRCS's image and carry out public relations and marketing activities. This position is now part of the Development and Co-operation Unit at the national headquarters. PRCS needs to further develop its information capacity by increasing levels of professionalism among its information staff and dedicating increased human and financial resources to the programme. In May 1999, a qualified accountant was recruited to work with the regional finance delegate on finance development. This has included detailed assessment work in both the national headquarters and provincial branches, and close co-operation with the accountants and management to improve financial management processes. As a result of this work, the PRCS is in a strong position to move forward as outlined below in the finance development project.

This programme comprises the following five projects: institutional development; finance development; human resource development; financial resource development; information development.

**Overall goal** The overall goal for the programme is to achieve by 2003 a co-ordinated institutional development strategy at all levels, unifying human resource, governance and management, finance, information and communications development, and integrating monitoring and evaluation mechanisms.

### Institutional development project

**Goal** The overall objective of the project is to increase PRCS institutional capacity to deliver well-planned, managed, monitored and evaluated programmes, as defined in the Federation's Strategy 2010. The project will be implemented in consultation and co-ordination with the ICRC.

#### Objectives and activities

**Objective 1** Review and strengthen the role and activities of the Development and Co-operation Unit (DCU) within PRCS.

Activities to achieve this objective are:

- Undertake a full evaluation of the DCU in the first quarter of 2002, and produce recommendations for its further impact as a mechanism for unifying branch and national headquarters planning and programme management systems.
- Seek resources and support for implementing the recommendations of the review in 2002.
- Ensure further professional development of DCU personnel in their respective fields in 2002 and 2003.

**Objective 2** Revise the society's constitution to achieve uniformity at all levels.

Activities to achieve this objective are:

- Set up a constitution review body to propose a revised constitutional draft in 2002.
- Review the constitution and propose amendments in 2002.
- Develop and agree on a proposal for a new constitution in 2002.
- Adopt the constitution at national level by the end of 2002.
- Adopt the new constitution at provincial and district branches (first quarter of 2003).
- Train governance members on new constitutional responsibilities during the third quarter of 2003.

**Objective 3** Strengthen co-ordination between branches and the national headquarters.

Activities to achieve this objective are:

- Increase the strategic management effectiveness of quarterly planning, co-ordination and management meetings of provincial Secretaries/headquarters (2002 and 2003).
- Establish and maintain a quarterly branch and headquarters reporting mechanism in 2002.

**Objective 4** Strengthen the district branch network and develop its capacity.

Activities to achieve this objective are:

- Form a committee to produce definition of branch development in 2002.
- Identify areas for branch development in 2002, prioritized against external vulnerability and programme development needs.
- Share branch development experience within PRCS and from exposure visits to other national societies, and evolve a capacity-building module in 2002.
- Form a committee for resource mobilization in 2002.
- Identify resources for mobilization in 2002.
- Mobilize adequate resources for branch and institutional development programmes in 2002 and 2003.

**Objective 5** Continue to develop a core volunteer base at national headquarters, provincial and district levels.

Activities to achieve this objective are:

- Adopt a volunteer policy and a volunteer recruitment and management implementation plan in 2002.
- Integrate existing Red Crescent volunteers (associated with dissemination and tracing; health; DP/DR etc.) into core groups headed by dissemination and tracing team leaders (dissemination and tracing teams supported by ICRC) in 2002.
- Recruit and retain 200 new volunteers (to include 36 specifically for dissemination and tracing, ICRC-supported) with specific competencies related to key programme development needs in 2002.
- Ensure broad base of skills within the teams and provide appropriate training in 2002 and 2003.
- Conduct biannual PRCS orientation camps at district level for volunteers, members and the public (Punjab and Sindh in 2002, North West Frontier Province (NWFP) and Balochistan in 2003).

**Objective 6** To improve PRCS's internal communications and reporting mechanisms.

Activities to achieve this objective are:

- Standardize reporting formats and reporting timetables at all levels of the society in 2002.
- Integrate monthly district reports into quarterly provincial reports - to be included in national headquarters reports in 2002.
- National headquarters will co-ordinate and circulate six-monthly reports to all provincial and district branches and headquarters in 2002.

### **Expected results**

- The organization and effectiveness of the national society's programmes and activities will have been supported and improved.
- DCU capacity and outputs will have measurably increased.

- A review of constitutional policy will have increased the internal capacity of the society, as well as ensured greater co-ordination with government agencies and other national and international organizations.
- After better co-ordination between district branches, provincial and national headquarters, resource sharing will have increased the society's capacity to work for the most vulnerable.
- The national society will have a national volunteer policy and a database of volunteers specialized in DP/DR; health and first aid; dissemination and tracing; and/or public relations and fund-raising.
- Reporting formats throughout the society will have been standardized and time-tabled.
- Two orientation camps will have been held in Sindh and the Punjab for district level volunteers and the public.

### **Indicators**

- Regular reports and participatory reports from trainees and officers will be available.
- Reports on the progress of the constitution review will be available.
- Volunteer policy and database in place and used to deploy volunteers effectively.

### **Critical assumptions**

- The national society and its leadership maintain their current level of expertise and commitment to change.
- The programme receives sufficient financial and technical support through the network of the Federation and its regional delegation.
- The planned development work is not hampered or stalled by major relief operations.
- The political environment in the country remains conducive to the national society's humanitarian work.

### **Monitoring and evaluation**

- Regular monitoring and periodic evaluation will be an integral part of the implementation process, to record progress and to assist with decision-making.
- Quarterly narrative and financial reports on the programme will be provided, detailing progress against the objectives and action plan.

## **Finance Development Project**

**Goal** The overall goal of the programme is to strengthen the society's financial management procedures (accounting, budgeting and reporting) at national, provincial and district levels.

### **Objectives and activities**

**Objective 1** To develop improved and standardized financial procedures at all levels throughout the society.

Activities to achieve this objective are:

- Review and standardize financial management procedures in 2002.
- Update managers at all levels in standardized budgeting, monitoring and reporting procedures and requirements in 2002.
- Integrate financial development objectives into branch and human resource development plans and strategies in 2002 and 2003.

**Objective 2** To introduce computerization of financial management in planned phases at all levels.

Activities to achieve this objective are:

- Complete software development work to meet the society's consolidation and management information system needs in 2002.
- Upgrade computer hardware at national headquarters and adopt standardized accounting software in 2002.
- Train managers and accounts personnel in software use in 2002.

**Objective 3** To develop an internal audit function.

Activities to achieve this objective are:

- Develop an internal audit manual, drawing on the experience of other national societies in the region in 2002.
- Establish an internal audit programme to review current policies, procedures, implementation standards and the use of effective controls at key levels across the society in 2002.
- Conduct training on the manual to increase effective management and key control practices in 2002.

#### **Expected results**

- Finance personnel will have the necessary skills to carry out their tasks more effectively.
- Senior personnel will be better able to manage the finances of the national society.
- Personnel will appreciate the need for modern technology in financial processes and will have gained technical skills prior to the installation of a computerised accounting package.
- The computerised accounting package will have given PRCS a tool to provide internal and external stakeholders with timely, transparent and accurate financial data.
- Possible errors or misuse of funds will have been minimized and delays to reporting will have been avoided.

#### **Indicators**

- Documentation of standardized financial procedures and internal controls available for reference.
- Donors and management aware of improved financial management procedures and financial reporting.

#### **Critical assumptions**

- The programme will continue to receive technical and financial support from the Federation to achieve all its objectives
- Specific technical input from a communications delegate or local consultant will be available for the computerization stage of the programme.

#### **Monitoring and evaluation**

- The programme will be monitored internally by accounting and management personnel. A quarterly report will be provided. Additional monitoring and support will be provided by the regional finance delegate.

## **Human resource development project**

**Goal** The overall goal of the project is to develop effective human resource mobilization, development and retention strategies for the society.

### **Objectives and activities**

**Objective 1** To increase the skills and professionalism of staff and volunteers.

Activities to achieve this objective are:

- Continue to develop internal core trainers in all disciplines at branches/headquarters in 2002.
- Provide training through targeted visits to other national societies and resource organizations in the region in 2002.
- Continue to develop common training courses/modules and programmes for all levels in 2002.

**Objective 2** To formulate and implement a comprehensive human resource development strategy for staff, volunteers and members.

Activities to achieve this objective are:

- Establish a human resource department within the administrative department at headquarters level in 2002 and designate a person at provincial headquarters levels in 2003.

- Develop a common human resource development policy, including clear job descriptions, performance appraisal, and promotion mechanisms at all levels in 2002-3.
- Revise, standardize and regularly review terms, conditions and benefits for staff and volunteers in 2002.
- Implement common recruitment mechanisms and training for recruiting managers in 2002.
- Introduce motivational recognition and reward systems in 2002 to ensure retention of staff and volunteers.

**Objective 3** To increase gender equity and awareness at all levels of the society's activities.

Activities to achieve this objective are:

- Provide gender awareness training at all levels of the society through two core trainers who will recruit and train other personnel as trainers to spread gender awareness training throughout the society in phases in 2002 and 2003.
- Appoint female trainers to train women at programme and branch levels to develop more skills and more effective ways of participating in management and governance at all levels in 2002 and 2003.
- Include a gender component in all training programmes in 2002 and 2003.

### **Expected results**

- PRCS will have become an organization where appropriate staff governance policies are in practice and all staff members are motivated and dedicated to reaching the most vulnerable.
- A human resource department will have been established, working within the context of the human resource development policy which will have been developed.
- The terms, conditions and benefits for staff and volunteers will have been revised, standardized and regularly reviewed in 2002 and 2003.
- Gender awareness and equity will be more clearly visible at all levels of the national society's programmes and activities.

### **Indicators**

- Regular quarterly financial and narrative reports from the programme.
- Records showing a significant increase in the volunteer base and a measurable difference in the gender balance of staff and volunteers, beginning with a baseline survey to measure progress.
- Personnel are aware that the capacity of the staff and volunteer base has been strengthened through the establishment of a human resource department.

### **Critical assumptions**

- The national society and its leadership maintain their current level of expertise and commitment to change.
- The programme receives sufficient financial and technical support through the network of the Federation and its regional delegation.
- The planned development work is not hampered or stalled by major relief operations.

### **Monitoring and evaluation**

- Regular quarterly financial and narrative reports will be provided. An internal review of the programme will be undertaken by the end of 2002.

## **Financial resource development project**

**Goal** The overall goal of the project is to develop effective financial resource mobilization strategies for the society.

### **Objectives and activities**

**Objective 1** To generate dependable and permanent financial resources for the society's programmes.

Activities to achieve this objective are:

- Recruit an experienced professional fund-raiser/marketeer at assistant director level in 2002.
- Explore fund-raising possibilities in-country in 2002.
- Develop a fund-raising and marketing strategy in 2002, linked to strategic communications plans.
- Establish a professional approach to the recruitment and retention of long-term donors, including the development of a computerised database in 2002.
- Develop corporate sponsorship opportunities for specific PRCS events and activities in 2002 and 2003.

**Objective 2** To review existing programmes and strengthen their sustainability plans.

Activities to achieve this objective are:

- Critically analyze and develop sustainability criteria for each of the national society's programmes in 2002 and 2003.
- Conduct a cost-benefit analysis of existing and future programmes in 2002.
- Explore further cost-recovery potential in some PRCS services (which however remain free for the most vulnerable) and business plans for others, e.g. income generation from first aid training and blood screening in 2002.
- Strengthen monitoring and evaluation criteria for current programmes in 2002.

### **Expected results**

- The society will have become less dependent on international donor agencies and will be able to meet its objectives effectively, aiming to increase its locally mobilized income by 10 per cent per year for the next five years.
- The scope and spread of operations and activities will have measurably increased, along with the quality of the services provided.
- As a result of reducing dependence on external donors, the society will have become much more independent in its decision-making.
- PRCS will have secured at least two corporate sponsors who will support major events during the year.

### **Indicators**

- The society will be able to show that it has developed sustainable projects which are much less dependent on external financial support.
- Reports will indicate a strong financial base, with timely completion of activities and projects.
- Reports will show that activities and areas of operations have increased and, where appropriate, have been diversified.
- Quarterly and annual reports, together with financial statements, will be available.
- PRCS will have secured at least two corporate sponsors who will support major events during the year.

### **Critical assumptions**

- The national society and its leadership maintain their current level of expertise and commitment to change.
- The programme receives sufficient financial and technical support through the network of the Federation and its regional delegation.
- The planned development work is not hampered or stalled by major relief operations.
- The political environment in the country remains conducive to the national society's humanitarian work.

### **Monitoring and evaluation**

*Monitoring of this programme will be carried out in the following ways :*

- Regular monthly or quarterly reports on all aspects of the programme will be provided.
- Relevant Federation delegates or staff (finance and institutional development) will provide guidance, technical support and advice on a regular basis and at agreed intervals, as and if necessary.
- Follow-up visits by representatives of supporting agencies will take place at agreed intervals.

- The financial manager at national headquarters will be responsible for providing the internal audits and financial reports to the provincial branches.
- A mid-term review involving PRCS staff/volunteers, the regional delegation and representatives of supporting agencies will be held at the end of 2002.

*Evaluation will be carried out in the following way :*

- A final evaluation involving PRCS staff and volunteers, the regional delegation and representatives of supporting agencies, and if necessary external technical experts, will be undertaken by the end of 2003.

## **Information development project**

**Goal** The overall goal for the project is to create an even higher profile of PRCS and a credible image of it as an effective humanitarian organization among the general populace.

### **Objectives and activities**

**Objective 1** To increase PRCS's communications and public relations management capacity.

Activities to achieve this objective are:

- Develop a work plan at national headquarters for national communications activities in 2002.
- Establish a four-person Communications and Information Unit at national headquarters by the end of 2003.
- Establish a communications and information officer in each provincial branch (two in 2002, two in 2003)
- Ensure adequate provision of information technology for new information staff at national headquarters and provincial branch level to facilitate information flows (including computers, software training and e-mail/internet access) in 2002 and 2003.
- Organize a national workshop to train relevant staff at all levels of the PRCS in practical aspects of information and communications work in 2002.
- Continue to update the PRCS national web site, linking it to all programme activities (funded by DP programme) in 2002 and 2003.

**Objective 2** To develop strategic partnerships with national and local media to create and improve awareness of PRCS and its activities.

Activities to achieve this objective are:

- Conduct an annual information seminar at both national headquarters and provincial branch levels to inform media personnel about activities and achievements of PRCS.
- Conduct half-yearly informal media briefings at national, provincial and district levels in 2002.
- Continue to develop a national database of key contacts in the print and electronic media in 2002 and 2003.
- Develop a database of statistical information for internal and external media use in 2002.
- Increase level of disaster-related information on web site for media and other external interest and use in 2002.
- Facilitate at national and provincial headquarters media trips to PRCS field activities in 2002 and 2003.

### **Expected results**

- The basis for a separate Communications and Information Unit will have been established in 2002.
- One information officer will be in post in each provincial branch by the end of 2003.
- All PRCS information staff will have received training in information and communications at a national workshop.
- The offices of all PRCS information staff will be equipped with computers and with e-mail/Internet access.
- Each edition of the PRCS magazine will include editorial material from each provincial branch and the magazine's circulation will be increased.

- An annual seminar with at least forty national media representatives will have been held in Islamabad.
- Informal gatherings with the media will have been held on a half-yearly basis at national, provincial and district levels.
- A national database of media contacts and a national database of statistical information on PRCS activities will have been established.
- At least four media trips to visit PRCS field activities will have been organized at national or provincial levels.

### **Indicators**

- Through increased communications professionalism and productivity, the PRCS is recognized by key target audiences as a leading humanitarian organization in Pakistan.
- Because of a higher PRCS public profile, more volunteers are attracted to join the society.
- PRCS programmes attract increased support from the government of Pakistan and other donors.
- Increased and diverse sources of funding at district, provincial and national levels as a result of targeted publicity and resource mobilization strategies.
- Higher levels of motivation amongst volunteers and staff throughout the society, because of improved internal communications.

### **Critical assumptions**

- The present limited capacity of the PRCS in information and communications is recognized.
- Integration and greater co-operation is provided by line departments and provincial branches for greater harmony in the implementation process, as well as monitoring and evaluation.
- Additional support is provided for employees to take on increased responsibilities.
- Provincial branches are fully committed and involved in the process.

### **Monitoring and evaluation**

- The information development programme will be monitored and evaluated through the monitoring and compilation of press reports referring to the PRCS and through the inclusion of an information component in all quarterly reports. The DCU will establish monitoring mechanisms where necessary and will provide regular programme updates to the PRCS Secretary General and Director of Operations.

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PROGRAMME BUDGETS - 2002								
Delegation - PAKISTAN								
PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	11'364	0	0	0	0	0	11'364
Clothing & Textiles	0	11'364	0	0	0	0	0	11'364
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	113'637	0	0	0	0	113'637
Teaching Materials	0	0	0	0	0	0	0	0
Ustensils & Tools	0	5'682	0	0	0	0	0	5'682
Other Relief Supplies	0	42'614	0	0	0	0	0	42'614
<b>Subtotal Supplies</b>	<b>0</b>	<b>71'024</b>	<b>113'637</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>184'661</b>
Land & Buildings	0	2'841	0	0	0	0	0	2'841
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	4'602	0	0	48'296	0	0	52'898
Medical Equipment	0	35'511	19'887	0	0	0	0	55'398
Other Capital Equipment	0	1'705	2'557	0	0	0	0	4'262
<b>Subtotal Capital</b>	<b>0</b>	<b>44'659</b>	<b>22'444</b>	<b>0</b>	<b>48'296</b>	<b>0</b>	<b>0</b>	<b>115'399</b>
Programme Management	0	21'100	30'093	3'013	19'889	0	0	74'095
Technical Services	0	6'316	9'008	902	5'954	0	0	22'180
Professional Services	0	7'004	9'990	1'000	6'603	0	0	24'598
<b>Subtotal Programme Support</b>	<b>0</b>	<b>34'420</b>	<b>49'091</b>	<b>4'916</b>	<b>32'445</b>	<b>0</b>	<b>0</b>	<b>120'872</b>
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	0	75'001	0	0	0	0	75'001
<b>Subtotal Transport &amp; Storage</b>	<b>0</b>	<b>0</b>	<b>75'001</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75'001</b>
Delegates & Expatriates	0	0	0	0	0	0	0	0
National Societies and Local Staff	0	76'222	75'342	0	69'463	0	0	221'027
<b>Subtotal Personnel</b>	<b>0</b>	<b>76'222</b>	<b>75'342</b>	<b>0</b>	<b>69'463</b>	<b>0</b>	<b>0</b>	<b>221'027</b>
Travel & Related Expenses	0	12'330	0	0	4'831	0	0	17'161
Information	0	1'136	50'598	25'569	42'615	0	0	119'918
Consultants	0	0	0	0	4'262	0	0	4'262
General Expenses	0	36'591	10'853	0	0	0	0	47'444
Training Workshops & Seminars	0	36'528	49'319	14'205	93'043	0	0	193'095
Security	0	0	0	0	0	0	0	0
<b>Subtotal Training, Information &amp; General</b>	<b>0</b>	<b>86'585</b>	<b>110'770</b>	<b>39'774</b>	<b>144'751</b>	<b>0</b>	<b>0</b>	<b>381'880</b>
<b>TOTAL BUDGET</b>	<b>0</b>	<b>312'910</b>	<b>446'285</b>	<b>44'690</b>	<b>294'955</b>	<b>0</b>	<b>0</b>	<b>1'098'840</b>