

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## **PAKISTAN RED CRESCENT SOCIETY: REVISED PLAN OF ACTION JUNE-DEC. 2002**

18 July 2002

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: [www.ifrc.org](http://www.ifrc.org)*

*Appeal No. 01.28/2002*

*Appeal Target CHF 448,471 (USD 299,006/EUR 306,290); Programme Update No. 2.*

*PRCS REVISED PLAN OF ACTION: June - December 2002.*

### IN BRIEF

*Appeal coverage: 59.8%*

*Related Appeals: Afghan Crisis (Appeal 32/01)*

*Outstanding needs: CHF 180,284 (USD 120,218/EUR 123,130)*

*Summary: As mentioned in Programme Update no. 1, the Pakistan Red Crescent Society (PRCS), in response to the Afghan Crisis which commenced following the events of 11 September 2001, adjusted the Society's activities originally envisioned in the annual Appeal, to meet the immediate needs of Pakistan's most vulnerable communities. The PRCS in cooperation with the International Federation and the ICRC revised the Society's budget and Plan of Action for the remainder of 2002. As stated in Programme Update no. 1, the original Appeal target CHF1,098,840, was revised to CHF 448,471. Changes in the programme are reflected in the budget, which is attached herein.*

### **Operational Developments •**

The Federation together with the Pakistan Red Crescent Society (PRCS) undertook to review their current activities within the country Annual Appeal 01.28/2002 and issue a revised plan of action primarily to reflect the recommendations of the recently completed joint Federation/ICRC assessment of the overall capacity building of the PRCS and its operational priorities, as well as to make the best use of resources given the demands of the ongoing Afghan Crisis Operation on the National Society. The overall programme goals remain similar to the original ones focusing on supporting and strengthening the National Society structures and programme capacity at Branch and Headquarters levels. The activities planned under the revised appeal will be an integral part of a coordinated change management strategy that is consistent and sustainable.

The situation in the country, despite its volatile nature, remains conducive to the Red Cross/Red Crescent operations, and ongoing programmes are continuing without interruption.

#### **• National context**

Pakistan is one of the disaster prone countries in South Asia and is threatened by a variety of natural and man-made disasters. Natural hazards include earthquakes, drought, landslides, mud flows, avalanches and

floods. During 2000 and 2001, the PRCS undertook drought, floods and earthquake relief operations through international appeals launched by the Federation. The needs of some two million Afghan refugees in Pakistan also has created new challenges for the PRCS which need to be addressed.

Pakistan, like other neighbouring countries in the region, is among the high risk countries in terms of its vulnerability to different types of disasters. 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.

The population of Pakistan is estimated at around 145.9 million, with an annual growth rate of 2.16 per cent. Social indicators show an average life expectancy of 59.6 years with a mortality rate 83.3 per 1000. A number of child deaths under five is reported 110.3 per 1000.<sup>1</sup> The overall per capita food availability of basic food items has declined over the previous year. 52 per cent of children under the age of five years were moderately malnourished in 2001 and 13 per cent severely malnourished according to the Government of Pakistan report.

Health related problems in Pakistan are immense. Insufficient funding is making Pakistan's already precarious public health sector weaker. Many of the problems are preventable and stem from a lack of knowledge. The main causes of preventable deaths in the country are malaria, tuberculosis, childhood infection diseases, micro-nutrient deficiencies, inadequate sanitary conditions and poor nutritional practices. Sixty per cent of the population does not have access to safe drinking water.

At present, in Pakistan, health care is provided to the public through health facilities consisting of 907 hospitals, 4,625 dispensaries, 5,230 basic health units and 879 maternity and child health centres. The number of registered doctors is 96,248, dentists 4,622, nurses 40,114 and qualified health visitors 5,845. Approximately, 1,516 persons per doctor, 31,579 persons per dentist and 3,639 persons per nurse. With the availability of about 97,945 hospital beds in the country, the population bed ratio works out at 1,490 persons per hospital bed (Economic Survey, Government of Pakistan, 2001-2002). 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.

- ***Priority programmes for Federation assistance***

With full consideration to the humanitarian environment in the country, the Federation's revised appeal for 2002 will concentrate on developing institutional and individual capacities of PRCS, while also providing assistance to the most vulnerable sections of the population. It takes into account identified needs within Pakistan and considers a long-term development perspective for the National Society. Priority activities have been developed through close coordination with ICRC and based on the recent joint Federation/ICRC assessment of PRCS Development and Cooperation Unit (DCU). The nature of the Federation's operation and the target of the beneficiary groups and districts have been coordinated with counterpart agency community and Government authorities. The main aim is to maintain and further enhance the positive momentum within the National Society to change, modernise, upgrade, and prioritise. Support will focus on:

- **Organisational Development**, including institutional, finance and human resource elements: enabling the National Society to provide high quality assistance with greater impact and relevance to the most vulnerable people in each of the communities it serves.
- **Disaster Preparedness and Response:** supporting development of disaster preparedness and response plans, procedures and human and material capacities, which will enable the PRCS to minimise the impact of disasters on the vulnerable.
- **Health and Care:** improving the health status of vulnerable communities of Pakistan.
- **Promotion of Humanitarian Values:** developing a greater understanding of humanitarian values and the Movement's Fundamental Principles within the National Society and the community.

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<sup>1</sup> Source: *Human Development Report, UNDP 2001-2002*

## Organizational Development •

### Background and achievements/lessons to date

The current humanitarian environment in Pakistan, together with the efforts to protect the most vulnerable communities provide a strong justification for well-targeted humanitarian programmes, as well as underlines the importance of supporting the development of a well-functioning, self-sustaining National Society able to provide timely, effective and efficient assistance to affected sections of the population.

Careful analysis of achievements/constraints of the last year's operations demonstrated the need to focus more attention on supporting and strengthening National Society structures at Branch and Headquarters levels, with particular emphasis on organisational development, while taking a full consideration of PRCS capacities. The latter was tested in numerous ways and both the PRCS and the Federation became aware of certain areas requiring further improvements before strategic, administrative and operational effectiveness is increased. Hence, the capacity building of the PRCS is the main priority for the Federation now and additional funds are urgently required to achieve the objectives as described below.

Since its inception in 1947, the PRCS has worked actively within the community to reduce the suffering of the most vulnerable people. Yet despite its numerous activities in response to repeated disasters or community needs, it is still not a well known name within the country. This is due in part to the lack of capacity to address 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, the issues such as information development, financial development, human resource development, sustainable strategic development planning and general management, are still to be addressed.

A joint Federation/ICRC assessment of the overall capacity building of the PRCS was carried out in May 2002. It has offered an integrated change management plan, setting out the key tasks for the international RC/RC Movement to support the PRCS's development and capacity building in conformity with the Statutes of the Movement, the Federation's Capacity Building Framework and the Ten Conditions for Recognition of a National Society. The recommendations that came out as a result of the assessment exercise include:<sup>2</sup>:

- revise the PRCS constitution in conformity with the Federation's global Guidance for National Society Statutes.
- standardise the PRCS organisational structure.
- develop a five year Strategic Development Plan in order to achieve its Vision and Mission in collaboration with its partners.
- adopt a unified Human Resource policy and standard procedures for the whole Society, which will improve the Society's systems in competency based recruitment, performance appraisal, and development within clearly identified established posts, improved gender and diversity representation at all levels of governance and management, and developing a supportive human resource development culture in managers.
- adopt the Federation's Volunteering Policy and systems to strengthen the recruitment, development and retention of skilled volunteers.
- expand the present role and capacity of the National Training Resource Centre to provide more diversified training to staff and volunteers in programme development and management skills.
- substantially increase resources and activities devoted to image building to fulfil its obligations of communicating about Red Cross/Red Crescent Movement's Emblems, Principles, mandates and activities.
- develop and approve national policies for all programme areas, leading to standardised planning, implementation, monitoring and evaluation frameworks and procedures at all levels.
- introduce systems to share knowledge and experiences between Districts, Provincial Branches and National Headquarters to capture learning and improve services.

The leadership of PRCS is committed to change. The vivid illustration of this is the recent decision made by the Managing Board of the National Society to support the implementation of the recommendations initiating substantial restructuring in the PRCS and turning the change strategy into reality at this crucial time for the Society.

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<sup>2</sup> A complete report of the joint Federation/ICRC review is available upon request.

It is essential, however, for all stakeholders to acknowledge that the change will not happen overnight. It will take a long time to build up a desired experience and knowledge. Hence, the change management strategy requires a long-term involvement. Consistency and a sustainability are the key words.

To ensure that its existing services to vulnerable communities across Pakistan can gain even further in their effectiveness and impact, the plan will be implemented within a well co-ordinated and feasible time-frame. This year, our efforts will therefore focus only on those areas of the development work, which require immediate attention and capacity building support, to make it realistic and achievable, utilising the current appeal revision as an entry point with an intention to create a solid foundation for the PRCS to maintain and further enhance the positive momentum to modernise, upgrade and prioritise.

**Overall goal** The overall goal for the programme is to achieve 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 goal 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** The role and activities of the Development and Co-operation Unit (DCU) within PRCS is reviewed and strengthened.

Activities to achieve this objective are:

- Undertake a full evaluation of the DCU and produce recommendations for its further impact as a mechanism for unifying Branch and National Headquarters planning and programme management systems (completed in June 2002)

**Objective 2** The Society's constitution is revised to achieve uniformity at all levels.

Activities to achieve this objective are:

- Set up a constitution review committee.
- Employ an external legal consultant and formulate methodology for the constitutional review process.
- Hold participatory review meetings at Provincial and the National Headquarters levels.
- Incorporate proposed amendments into the draft.
- Present the revised constitution, rules and procedures to the PRCS Managing Body for its provisional approval.
- Submit the revised constitution, rules and procedures to the joint Federation/ICRC Commission on National Society Statutes in Geneva for legal feedback and observations.
- Adopt the constitution at the annual General Meeting scheduled for December 2002.

**Objective 3** Organisational structure of PRCS is standardised and co-ordination between Branches and the National Headquarters is strengthened.

Activities to achieve this objective are:

- Formulate a plan of action for the development of a new PRCS organisational structure at National Headquarters and Provincial Branches level in line with the recommendations of the recent ICRC/Federation review of the National Society's capacities.
- Organise quarterly co-ordination and management meetings between provincial Secretaries and the National Headquarters.
- Standardise reporting formats and reporting timetables at all levels of the Society.

#### **Objective 4 Work is commenced on a long term strategic development plan for the National Society.**

Activities to achieve this objective are:

- Form a multi-sectoral Task Force/Planning Committee, which will formulate methodology and design the planning process.
- Hold national level planning workshop for 2003 programmes/activities with the participation of Provincial Branches.

#### **Expected results**

- A joint Federation/ICRC review of the DCU will have been completed.
- Recommendations setting out key tasks of the international RC/RC Movement to support the PRCS's development and capacity building will have been developed.
- One single constitution, with a unified vision and mission statement, for the whole National Society with provision for Provincial and District Branches will have been developed and adopted by the PRCS.
- A plan of action will have been developed for the well co-ordinated and disciplined organisational structure of the National Society, which will ultimately increase PRCS organisational efficiency in providing service delivery to the vulnerable communities.
- The process of developing the strategic plan for the National Society will have been successfully commenced.
- Reporting formats throughout the Society will have been standardised and time-tabled.

#### **Indicators**

- Reports on the progress of the constitution review will be available.
- Revised constitution and standardised structures in place.
- Timely and improved reports from the PRCS Provincial Branches.

#### **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.
- 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 Improved and standardised financial procedures are developed at all levels throughout the Society.**

Activities to achieve this objective are:

- Review and standardise financial management procedures.
- Update managers at all levels in standardised budgeting, monitoring and reporting procedures and requirements.

**Objective 2 Computerisation of financial management is introduced in planned phases at all levels (this will be achieved through a revised plan of action within the current humanitarian crisis operation)<sup>3</sup>**

Activities to achieve this objective are:

- Complete software development work to meet the Society's consolidation and management information system needs.
- Upgrade computer hardware at National Headquarters and adopt standardised accounting software.
- Train managers and accounts personnel in software use.

**Objective 3 An internal audit function is developed.<sup>4</sup>**

Activities to achieve this objective are:

- Establish an audit unit at the National Headquarters level.
- Recruit an internal auditor and an audit assistant.
- Develop an internal audit manual, drawing on the experience of other national societies in the region, which will define policy, procedures and implementation standards for the unit.
- Conduct training for the audit unit staff to increase effective management and key control practices.

**Expected results**

- Finance personnel will have the necessary skills to carry out their tasks more effectively.
- 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 minimised and delays to reporting will have been avoided.
- Internal audit unit will have been established and well-functioning.
- Effective management and key control practices will have been increased.

**Indicators**

- Documentation of standardised 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 computerisation 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 Federation Finance Delegate.

**Human resource development project**

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

**Objectives and activities**

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<sup>3</sup> Funding for the activities to achieve this objective has been secured through the Afghan Crisis Appeal, therefore no additional support is sought for them.

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**Objective 1** The skills and professionalism of staff and volunteers are increased.

Activities to achieve this objective are:

- Adopt a volunteer policy.
- Integrate existing Red Crescent volunteers (associated with dissemination and tracing, health, DP/DR) into core groups headed by dissemination and tracing team leaders (dissemination and tracing teams supported by ICRC).
- Recruit new volunteers through health, DP/DR and dissemination/tracing activities.
- Increase skills and professionalism of the staff/ volunteers through specific training in DP/DR, CBFA and Tracing/Dissemination.
- Organise internal management development training course to empower senior and middle management in National Headquarters and Branches to deliver even more effective relief and development services into the future.
- Provide training through targeted visits to other national societies and resource organisations in the region.

**Objective 2** Gender equity and awareness is increased at all levels of the Society's activities.

Activities to achieve this objective are:

- Provide gender awareness training for PRCS staff and volunteers at the national level.
- Include a gender component in all other training programmes in 2002.

**Expected results**

- The National Society will have a national volunteer policy.
- The volunteer base of the National Society will have been expanded.
- Skills and professionalism of staff and volunteers will have increased.
- 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.
- Volunteer policy in place and used to deploy volunteers effectively.
- 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.

**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.
- 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.

**Disaster Preparedness and Response •**

**Background and achievements/lessons to date:** Mechanisms in place to counter the effect of these disasters are relatively weak in Pakistan. Since 1997, the PRCS has been making serious endeavours to improve its disaster preparedness and response activities at all organisational levels. Seven community based disaster preparedness workshops have been organised 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 main change in the current revision is the removal of:

- the three fixed basic health units;
- the publication of bimonthly newsletter focusing on events/activities of national importance;
- the selection of five new communities for disaster mitigation projects, and
- formulation of a disaster preparedness policy.

After careful analysis of the operational capacity of the National Society currently overloaded by the demands of the Afghan Crisis Operation, it became obvious that it is overambitious to expect these additional activities to be implemented this year.

The objectives and activities set in the revised appeal are covered by DFID-UK funding, which has now been extended till the end of the year 2002. The appeal therefore, does not seek any additional funding for them. In order to ensure maximisation of resources, the disaster preparedness initiatives of the PRCS will be implemented in close co-ordination with ICRC funded conflict preparedness and response 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: The Disaster Preparedness and Response (DP/DR) capacity is assessed and the guidelines are formulated to establish comprehensive/integrated PRCS disaster management policy.**

Activities to achieve this objective are:

- Conduct a comprehensive assessment of PRCS DP/DR capacities and resources through use of external consultant.
- Share consultant's report within PRCS at all levels to familiarise all stakeholders with baseline information on Disaster Management (DM) policy formulation. The actual formulation of the DM Policy and strategy for PRCS will be a priority for 2003.

**Objective 2: PRCS Information Resource Centre compiles and shares information and advocates 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.
- 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

**Objective 3: The disaster response capacity of the Pakistan Red Crescent Society at national and provincial level is improved.**

Activities to achieve this objective are:

- Continue supporting Disaster Management Cells at PRCS Headquarters and selected locations (five, in total).
- Provide training to PRCS staff and volunteers on DP/DR through involving them in PRCS disaster mitigation project implementation, as well as through targeted visits to other national societies.

**Objective 4: Capacities of local vulnerable communities are strengthened through continuation of Community Based Disaster Preparedness (CBDP) projects in five communities till the end of 2002.**

Activities to achieve this objective are:

- Identify community workers (trainers) in the communities.
- Organise community levels training (disaster management, first aid and management training) through PRCS Provincial Branches.
- 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.

### **Expected results by December 2002**

- A guideline for formulation of a comprehensive, integrated PRCS DM policy will be available for information and reference.
- Linkages between different players involved in DM in Pakistan will have been established and strengthened.
- Resource centre will have provided useful inputs for Federation Disaster Management Information System (DMIS).
- The information will have been utilised for better programme planning.
- PRCS outputs in interagency information sharing forums will have been increased.
- The PRCS web site will have been continuously updated and regularly used by public, other agencies and media.
- The regular exchange of information and standardisation of information flow will have facilitated PRCS operational readiness and ensured prompt and effective response at local level to different disasters.
- Trained and motivated staff and volunteers in all provinces for disaster response.
- Capacity of the targeted communities will have been enhanced to face any local disasters.
- Vulnerability will have been further reduced by employing an integrated developmental approach in five target communities for 2002.

### **Indicators**

- Documents, community committees and training records.
- Quarterly progress reports.
- Reduced disaster response time for any PRCS intervention.
- Consultant's report and guideline for 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 Federation site.
- Willingness by Government and other stakeholders to invest in disaster preparedness.
- Disaster Management Cells at PRCS Headquarters and selected locations (five) functioning to reduce risk reduction.

### **Critical assumptions**

- Funding is available and disaster management remains a priority for both the Federation and PRCS.
- Availability of suitably qualified personnel 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.
- 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, Federation Delegation technical delegates/ staff, representatives of supporting agencies and external technical experts.

### **Health and Care •**

**Background and achievement/lessons to date:** The main work of the PRCS is in the field of health, ranging from general hospitals, TB hospitals, and a leprosy home to Mother and Child Health (MCH) and basic health centres, and community based first aid. The Federation, through partner National Societies, has provided support to implementing various health-related programmes, with particular focus on mother and child health, first aid and the blood programme.

The PRCS has provided first aid training for longer than other organisations in Pakistan. The Society's slogan is 'A First Aider in every home' and an expanded programme of training is now under way, supported through the Federation by the Swedish Red Cross. Training was given to a total of 1,076 men and women last year. 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 is used as a tool in many existing PRCS activities.

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 further expanded.

The health programme for Baluchistan is now an integral part of the Reproductive Health programme. Baluchistan 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 this area and was also active during the drought in 2000-2001, with the establishment of four new mobile health units, which in turn have formed the basis for further expansion of basic curative and preventive health care within the current Afghan Crisis operation. Thus experience and resources from emergency operations have been utilised to further develop the National Society's health programme and capacity.

In 2001, PRCS committed itself to expanding its activities in support of the polio eradication campaign and has since been working closely with the Government of Pakistan, WHO and UNICEF on this project, with financial and technical support from the Federation. PRCS is particularly active in the area of awareness-raising and social mobilisation around the National Immunisation Days, as well as the actual administration of vaccine in its numerous health facilities. As a direct result of PRCS action, over 200,000 children were mobilised last year for polio vaccination. More than 25% of these were Afghan children, who had either come across the border in recent times due to the current humanitarian crisis or who have been living in Pakistan for some time but who tend not to have access to Government health services. It is hoped to reach an even greater number of children this year. 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.

New to the Health programme in 2002 is the National Society's commitment to develop HIV/AIDS activities and a pilot project. Messages about HIV/AIDS are now included in all First Aid training, and the pilot project, which will be finalised in July, will further build on this existing training capacity and potential. Further, 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 has returned to the Appeal after a year's absence.

Financial support for the Health and Care programme has so far been provided by Swedish Red Cross, DFID and the Federation's Global Appeal for Polio, as Pakistan is now a priority country for Federation support to

the polio eradication campaign. Federation technical and financial support has to date been directed towards the first two components of the programme, namely Health Management and Promotion, and Reproductive Health Services, with a particular focus on support for health management capacity strengthening, CBFA training, support to the mobile health units in Baluchistan and a scaling-up of polio eradication activities.

The main change in this revision is the removal of the three fixed point basic health units which were envisaged as an integrated element of the Disaster Preparedness programme. Due to the demands of the Afghan Crisis Operation on the National Society, it is not realistic to expect that these additional health activities will be implemented this year, especially as various new health activities have been implemented within the emergency appeal in the Provinces of Baluchistan and Northwest Frontier.

**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.

## **Objectives and activities**

### **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: The health management capacity at National Headquarters is reorganised, 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 at the National Headquarters to co-ordinate all three components of the health programme.
- Formulate an integrated approach to the Society's programmes at national and provincial levels.

**Objective 2: The national Training and Resource Centre (NTRC) is developed and further strengthened.**

Activities to achieve this objective are:

- Retain three senior trainers for the National Training and Resource Centre (NTRC).
- Provide one refresher training for all National Society first aid trainers.
- Provide one Training of Trainers (ToT) in National Headquarters for enhancing PRCS resource pool of CBFA trainers.
- Develop business plan to increase National Society's income through expanded training programme.

**Objective 3: Strategic health promotion is strengthened, using the CBFA approach.**

Activities to achieve this objective are:

- Continue support to two Provincial Training Centres.
- Establish two Training Centres and employ provincial Health and Training Officer for remaining centres.

## **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
- 15 to 20 PRCS personnel will have been trained or retrained as CBFA trainers
- 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 utilised during training sessions.

### **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 PRCS health co-ordinator, 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: Reproductive Health/MCH services in existing PRCS health facilities and the number of beneficiaries utilising them are increased.**

Activities to achieve this objective are:

- Integrate reproductive health services into 10 existing MCH centres.
- Increase role of MCH in creating awareness about HIV/AIDS through inclusion of preventive messages in their health education activities.
- Provide reproductive health/MCH services to one million women and children.
- Provide training for health personnel.

**Objective 2: An increased level of vaccination programmes is facilitated for children against preventable diseases.**

Activities to achieve this objective are:

- Continue social mobilisation activities and actual administration of oral polio vaccine in the PRCS health outlets.
- Further develop and improve the vaccination services by introducing vaccination provision at 10 more PRCS health centres.

**Objective 3: Promotive, preventive and basic curative services are increased through mobile health units.**

Activities to achieve this objective are:

- Continue with four Mobile Health Units in Baluchistan to promote preventive health care and undertake nutritional surveillance, with limited curative care, on an outreach basis to 40 villages.

#### **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.
- Develop a pilot project to raise awareness on HIV/AIDS.

#### **Expected Results**

- One million women and children will have utilised the reproductive health/MCH services
- 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.
- Four mobile health teams will have continued to work with their outreach health promotion and nutritional surveillance programme.
- 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.
- The demand for and uptake of reproductive health services will be measurably increased.
- Communities in selected locations in Baluchistan will be aware of the new health facilities.

#### **Critical assumptions**

- Funds will be provided for the expansion of activities.
- 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 Federation Health Co-ordinator, 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: The number of voluntary non-remunerated blood donors at the PRCS blood donor centre is increased and mechanisms are devised for their retention.**

Activities to achieve this objective are:

- Hire one donor recruitment officer at PRCS National Headquarters.
- Hire one motivator at National Headquarters.
- Produce and distribute relevant information, education and communication materials.
- Produce kits for voluntary donors.
- Provide basic training on donor recruitment and retention for PRCS staff.

### **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**

- Education 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.

### **Promotion of Humanitarian Values •**

**Background and achievements/lessons to date:** Years of instability in the region, compounded by consequences of continued political and economic uncertainty, along with numerous natural and man-made disasters, resulted in extreme poverty and collapse of health and social welfare systems in Pakistan. In these circumstances, the role of PRCS as an auxiliary to the Government has increased dramatically. The National Society's role is to champion those individual and community values which encourage respect for other human beings, and a willingness to work together to find solutions to community problems. The PRCS is in unique position to bring this about through its mandate, and with its physical presence in all parts of the country and a national network of volunteers.

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. Further, promotion of Humanitarian Values is an important component of the Federation/PRCS activities within the current Afghan Humanitarian Crisis operation.

However, the National Society recognises the need to have a more focused approach to this work and to profile and project these issues in more depth and more widely. The current programme will help the PRCS build on its dissemination and information capacity and develop promotional initiatives aimed at building a culture of non-violence in the resolution of differences in the community.

**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:** *New initiatives are developed 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:

- Develop a work plan at National Headquarters for national communications activities.
- Disseminate knowledge about the Movement and International Humanitarian Law through regional and local Branches to students, state institutions, refugees and the general public
- Organise press conferences/briefings for dissemination purposes on the occasion of the International Day of Red Cross and Red Crescent on May 8, the anniversary of the PRCS, International Volunteers Day on December 5 and at other events;
- Link the campaign with the forthcoming world-wide campaign against stigmatisation of HIV/AIDS patients.
- Collaborate on regular basis with national and international mass media to convey the Red Cross and Red Crescent message by TV, radio, newspapers and magazines.
- Further improve close dialogue with the Government of Pakistan in order to strengthen the National Society's role as an auxiliary body to the humanitarian efforts of the Government.
- Incorporate a humanitarian values component into all planned training for 2002

**Objective 2: *The profile and image of the National Society is further increased as a countrywide humanitarian organisation.***

Activities to achieve this objective are:

- Identify key external audiences as targets for publicity materials.
- 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 (ICRC will continue to fully support this activity).
- Increase the contribution from Branches/departments pertaining to publicity materials

### **Expected results by December 2002**

- The PRCS will have established a national publications and communications strategy.
- Visibility of the National Society will have increased.
- Media coverage of RC events and activities will have increased.
- General public and private authorities will have gained additional knowledge about the Movement, the Fundamental Principles and IHL.
- Better internal information flow between the provincial Branches and Headquarters will be ensured.
- Information activities of provincial Branches targeting the general public will have improved.

### **Indicators**

PRCS is recognised by key target audiences as a leading humanitarian organisation 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
- 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.

### **Outstanding Needs •**

Even though the budget for activities was significantly reduced, the Appeal is only 59.8% covered. Additional funding is required to assist the PRCS with meeting its goals set forth herein.

*For further details please contact: Andrée Houle, Phone:41 22 730 4316; Fax: 41 22 733 03 95; email: [houle@ifrc.org](mailto:houle@ifrc.org)*

*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable. For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

John Horekens  
Director  
External Relations Division

Simon Missiri  
Head  
Asia and Pacific Department

<b>Pakistan</b>						ANNEX 1
<b>APPEAL No. 01.28/2002</b>		<b>PLEDGES RECEIVED</b>			10.07.2002	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						<b>TOTAL COVERAGE</b>
REQUESTED IN APPEAL CHF ----->				<b>448'471</b>		<b>59.8%</b>
CASH CARRIED FORWARD				133'426		
SAUDI ARABIAN - RC		5'000	USD	8'281	18.03.2002	FINANCE DEVELOPMENT
SWEDISH - GOVT		800'000	SEK	126'480	30.05.2002	HEALTH & CARE IN THE COMMUNITY, HEALTH MANAGEMENT & PROMOTION REPRODUCTIVE HEALTH, ORGANISATION DEVELOPMENT
SUB/TOTAL RECEIVED IN CASH				268'187	CHF	59.8%
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES				0	CHF	0.0%

# APPEAL No. 01.28/2002 - Pakistan

Revised budget (04.07.2002)

CHF

PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction								
Clothing & Textiles								
Food & Seeds								
Water								
Medical & 1st Aid			39,500					39,500
Teaching Materials								
Ustensils & Tools								
Other Relief Supplies								
<b>Subtotal Supplies</b>			<b>39,500</b>					<b>39,500</b>
Land & Buildings								
Vehicles								
Computer & Telecom				7,500	23,000			30,500
Medical Equipment			11,364					11,364
Other Capital Equipment								
<b>Subtotal Capital</b>			<b>11,364</b>	<b>7,500</b>	<b>23,000</b>			<b>41,864</b>
Programme Management			18,851	2,406	8,983			30,240
Technical Services			5,643	720	2,689			9,052
Professional Services			6,258	799	2,982			10,039
<b>Subtotal Programme Support</b>			<b>30,752</b>	<b>3,925</b>	<b>14,655</b>			<b>49,332</b>
Warehousing/Inspection								
Transport & Vehicles			56,251					56,251
<b>Subtotal Transport &amp; Storage</b>			<b>56,251</b>					<b>56,251</b>
Delegates & Expatriates								
National Societies and Local Staff			93,761		25,870			119,631
<b>Subtotal Personnel</b>			<b>93,761</b>		<b>25,870</b>			<b>119,631</b>
Travel & Related Expenses				3,000	13,600			16,600
Information			38,947	21,260	8,100			68,307
Consultants					8,000			8,000
General Expenses			454					454
Training Workshops & Seminars			8,533		40,000			48,533
Security								
<b>Subtotal Training, Information &amp; General</b>			<b>47,934</b>	<b>24,260</b>	<b>69,700</b>			<b>141,894</b>
<b>TOTAL BUDGET</b>			<b>279,561</b>	<b>35,685</b>	<b>133,225</b>			<b>448,471</b>