

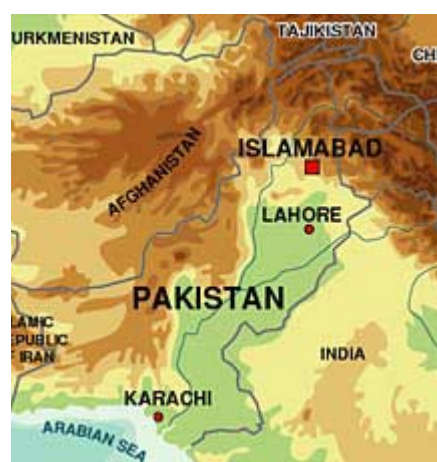
Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Pakistan (Appeal 01.38/2001)

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

1. Institutional and Resource Development	372,721
2. Disaster Response	109,883
3. Disaster Preparedness	156,746
4. Health and Care in the Community	426,831
Total	1,066,181



Introduction

National Context

The population of Pakistan is estimated at around 133.3 million, with an annual growth rate of 2.6 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 below India at 0.508 (UNDP 1999). Continuing political disharmony has had a significantly adverse impact on Pakistan's overall development. The GNP per capita is estimated at USD 492 with a gradually declining growth rate (5.7 per cent in 1995, est. 2.37 per cent in 1997) (*National Bank of Pakistan estimate 1998*)

Social indicators show an average life expectancy of 63 years (1998), and an adult literacy rate of 54 per cent for men and 27 per cent for women (*UNICEF, Children and Women in Pakistan, 1998*). In 1995, 38 per cent of children under the age of five years were moderately malnourished and 13 per cent severely malnourished (*UNICEF, Children and Women in Pakistan, 1998*). Access to safe drinking water is put at 90 per cent of the urban population and 76 per cent of the people in rural areas (*Pakistan Integrated Household Survey, 1995-8, GoP*). The country has some 4,600 basic health units with 500 rural health centres (1994). However, most health care is concentrated in urban areas which accounts for less than one third of Pakistan's population, and rural facilities are often badly understaffed and under-equipped.

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. Baluchistan), inhabitants must contend with acute food shortages due to the poor quality of the soil,

and a sub-surface level of 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 (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.

Finally, a substantial threat in Pakistan is the increasing communal violence and the continuing conflict over territorial claims between Pakistan and neighbouring India.

Traditional coping mechanisms are often overwhelmed by the scope of the disaster, 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 open to local communities in rural areas 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 a better preparedness of the 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 National Society reviews the in-country situation, analyses possible approaches and identifies objectives.

The main focus for 2001-2002 is:

- 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 in its endeavour to modernize, upgrade, and prioritize.

Support will 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 Baluchistan and strengthening of health services for peri-urban and rural communities.

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1. Institutional and Resource Development

This programme comprises the following projects:

- Institutional Development
- Finance Development
- Human Resource Development
- Financial Resource Development
- Information Development

Background and progress to date

Since its inception in 1947, the Pakistan Red Crescent Society (PRCS) has worked actively within the community to help the most needy. But 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 within the South Asia region in matters 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. A sustainability element will be made an integral part of the process and gearing PRCS activities to strategic variables will be a fundamental aim.

The PRCS national headquarters (NHQ) 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 Cooperation Unit at the NHQ. 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 the finance development project included in the 1999 Appeal. He has carried out detailed assessment work in both the NHQ and provincial branches, and has been working 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.

Goal The overall goal for the programme is to achieve by 2003 a coordinated 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 coordination with the ICRC.

Objectives and Activities planned

Objective 1 Review and strengthen the role and activities of the Development and Cooperation Unit (DCU) within PRCS.

Activities to achieve objective 1:

- Conduct a participatory review with internal and external stake holders in 2001.
- Seek resources and support for implementing the recommendations of the review in 2003.
- Exchange visits of DCU staff members within the region.

- Conduct training for DCU staff members in their respective fields.

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

Activities to achieve objective 2:

- Set up a constitution review body to propose a revised constitutional draft in 2001.
- Review the constitution and propose amendments in 2001.
- Develop and agree on a proposal for a new constitution in 2001.
- Adoption of the constitution at national level by the end of 2001.
- Adoption of a new constitution at Provincial and District branches (first quarter of 2002).
- Train governance members on new constitutional responsibilities during the third quarter of 2002.

Objective 3 Strengthen the coordination between branches and the national headquarters.

Activities to achieve objective 3:

- Increase the strategic management effectiveness of quarterly planning, coordination and management meetings of Provincial Secretaries/headquarters (2001 and 2002).
- Review the organisational structure to further improve coherent programme management in 2001.
- Establish a quarterly branch and headquarters reporting mechanism in 2001.
- Conduct quarterly Provincial/District branch review and planning/coordination meetings in 2001.
- Strengthen quarterly volunteer meetings at branch level to inform them of national perspectives in 2002.

Objective 4 Strengthen the District branch network and develop its capacity.

Activities to achieve objective 4:

- Form a committee for a definition of branch development in 2001.
- Identify areas for branch development in 2001.
- Share experience in branch development within PRCS and evolve a capacity-building module in 2001.
- Form a committee for resource mobilisation in 2001.
- Identification of resources for mobilisation in 2001.
- Mobilise adequate resources for branch and institutional development programmes in 2002.

Expected results

- The organisation and effectiveness of the National Society's programmes and activities will have been supported and improved.
- After training and exchange visits (two visits in 2001 and two in 2002), the DCU personnel will be able to handle projects effectively and the DCU concept will have useful experience which will be shared within the region.
- A review of constitutional policy will have increased the internal capacity of the society as well as ensured greater coordination with government agencies and other national and international organisations.
- After better coordination between District branches, Provincial and national headquarters, resource sharing will have increased the Society's capacity to work for the most vulnerable.

Indicators

- Availability of regular reports and participatory reports from trainees and officers will be available.
- Availability of a full report from the participatory review of the role and activities of the DCU.
- Availability of copies of the new constitution which will have been adopted, and reports on the process of the constitution review body.

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 arrangements

- 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 planned

Objective 1 To develop improved and standardised financial procedures at all levels throughout the Society.

Activities to achieve objective 1:

- Review and standardise financial management procedures (started in 2000, ongoing in 2001).
- Train managers at all levels in standardised budgeting, monitoring and reporting procedures and requirements in 2001.

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

Activities to achieve objective 2:

- Identify locations for computerised consolidation of accounting at headquarters, Departmental, and Provincial branch levels.
- Complete software development work to meet the society's consolidation and management information system needs.
- Install computers and standardised accounts software and train managers and accounts staff in software use.

Objective 3 To develop an internal audit function.

Activities to achieve objective 3:

- Drawing on the experience of other National Societies in the region, develop an internal audit manual.
- Establish an internal audit programme to review current policies, procedures, implementation standards, and the use of effective controls at key levels across the Society.
- Conduct training on the manual to increase effective management and key control practices.

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 minimised and delays to reporting will have been avoided.

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.

- A specific technical input from a communications delegate or local consultant will be available for the computerisation stage of the programme.

Monitoring and Evaluation arrangements

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 strategies for the Society.

Objectives and Activities planned

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

Activities to achieve objective 1:

- Conduct training needs assessments (to be coordinated by DCU) and develop a national training strategy (started in 2000, ongoing in 2001).
- Develop internal core trainers in all disciplines at branches/headquarters (started in 2000, ongoing in 2001).
- Provide training through targeted visits to other National Societies and resource organisations in the region in 2001.
- Develop common training courses/modules and programmes for all levels (started in 2000, ongoing in 2001).

Objective 2 To formulate and implement a comprehensive Human Resource Development Strategy for staff, volunteers and members.

Activities to achieve objective 2:

- Establish a Human Resource Department within the Administrative Department at headquarters level in 2001 and a designated person at Provincial headquarters levels in 2002.
- Develop a common human resource development policy, including clear job descriptions, performance appraisal, and promotion mechanisms at all levels in 2001-2.
- Revise, standardise and regularly review terms, conditions and benefits for staff and volunteers in 2001.
- Implement common recruitment mechanisms and training for recruiting managers in 2001.
- Introduce motivational recognition and reward systems in 2001 to ensure retention of staff and volunteers.

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

Activities achieve objective 3:

- Conduct gender awareness and capacity building programmes for the community, to enable them to better understand and work in gender aware ways in programme planning, including increasing the participation of women at all levels of programme implementation and governance, beginning in 2002.
- 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.
- Provide gender awareness training at all levels of the society through two core trainers who will recruit and train as trainers other personnel to spread gender awareness training throughout the Society in phases, beginning in 2002.

Expected results

- PRCS will have become a voluntary organisation 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, standardised and regularly reviewed in 2001.

- 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 arrangements

Regular quarterly financial and narrative reports will be provided. An evaluation 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 planned

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

Activities to achieve objective 1:

- Establish a professional approach to the recruitment and retention of long-term donors, including the development of a computerised database in 2001.
- Expand youth fundraising strategies at national, Provincial and District levels, building on current successes in some branches, including targeting students in business schools in 2001.
- Diversify and pilot fundraising techniques and activities in 2001- 2002.
- Explore further property development, leasing and rental income opportunities in 2002.
- Establish long-term strategic funding partnerships with the government and donors in 2002.

Objective 2 To diversify the funding base and maximize sources of income.

Activities to achieve objective 2:

- Establish Fundraising and Public Relations Committees at national, Provincial and District levels to help with fundraising planning in 2001.
- Conduct surveys of existing and potential donors to establish more effective motivation programmes and statistical models/databases in 2001.
- Launch planned membership and donor campaigns at regular intervals at all levels in 2001.
- Market motivating videos showing PRCS activities and achievements at community level (ICRC funded).
- Explore the commercialisation of some PRCS training (e.g. first aid) on a fee basis to industry and businesses in 2001.

Objective 3 To review existing programmes and strengthen their sustainability plans.

Activities to achieve objective 3:

- Conduct a cost-benefit analysis of existing and future programmes.

- Explore business planning projections for programmes and possible cost-recovery potential in some PRCS services (which however remain free for the most vulnerable).
- Strengthen monitoring and evaluation criteria for current programmes.

Objective 4 To maximize the participation of the community at all levels.

Activities to achieve objective 4:

- Conduct a dissemination campaign in the print and electronic media in local languages (ICRC funded).
- Conduct orientation sessions on PRCS's roles and activities with teachers, prayer readers, chiefs, notables etc. (ICRC funded).
- Conduct orientation camps at District levels.
- Conduct annual Red Crescent Youth/Junior Red Crescent competitions on dissemination themes (ICRC funded).
- Aim at an enrolment of 1,000 new PRCS volunteers annually, shared among Provincial, District and national levels.

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 20 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.

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 the timely completion of activities and projects.
- Reports will show that activities and areas of operations have increased and, where appropriate, diversified.
- Quarterly and annual reports, together with financial statements, will be available.

Critical assumptions

- The National Society and its leadership maintain their current level of expertise and commitment to change.
- This 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 arrangements

- 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.
- Committees responsible for branch development and resource identification will meet at the end of each month with the Provincial authorities.
- 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 by mid-2002.
- A final evaluation involving PRCS staff/volunteers, the regional delegation and representatives of supporting agencies, and if necessary external technical experts, will be undertaken by the end of 2003.

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 organisation among the general populace.

Objectives and Activities planned

Objective 1 To increase PRCS's Communications and Public Relations management capacity.

Activities to achieve objective 1:

- Develop a workplan at NHQ for national communications activities.
- Establish a four-person Communications and Information Unit at NHQ (by the end of 2003).
- Strengthen the existing Information Unit with one additional staff member.
- Establish a Communications and Information Officer in each Provincial branch.
- Increase information technology for information staff at NHQ and branch level to facilitate information flows (including computers, software training and e-mail/internet access).
- Organize a national workshop to train relevant staff at all levels of the PRCS in practical aspects of information and communications work.
- Develop a national web site for the PRCS.

Objective 2 To improve PRCS's internal communications and reporting mechanisms.

Activities to achieve objective 2:

- Develop the monthly PRCS magazine and increase its coverage of PRCS activities at provincial and district levels.
- Standardize reporting formats and reporting timetables at all levels of the society.
- Integrate monthly District reports into quarterly Provincial reports - to be included in national headquarters reports in 2001.
- NHQ will coordinate and circulate six-monthly reports to all Provincial and District branches and headquarters in 2001.

Objective 3 To develop strategic partnerships with national and local media..

Activities to achieve objective 3:

- Conduct an annual information seminar at both national headquarters and Provincial branch levels to inform media personnel about activities and achievements of PRCS.
- Conduct quarterly informal media briefings at national, Provincial and District levels in 2002.
- The Communications and Information Unit will develop a national database of key contacts in the print and electronic media.
- The Communications and Information Unit will develop a database of statistical information for internal and external media use in 2001.
- Provincial headquarters will develop a database for statistical information for internal and external media use in 2002.
- Communications and information staff at NHQ and provincial branches will facilitate press trips to PRCS field activities.
- The Communications and Information Unit will develop a media strategy for the society, linked to the global campaign by the Federation marking the UN International Year of Volunteers.

Objective 4 To expand PRCS marketing/advertising activities.

Activities to achieve objective 4:

- Mark all PRCS properties/vehicles/assets with the PRCS logo in 2001 and 2002.
- Provide the Volunteer Corps nationwide with standardised uniforms/badges/caps/insignia in 2002.
- Conduct biannual PRCS orientation camps at district level for volunteers, members and the public (Punjab and Sindh in 2001, North West Frontier Province (NWFP) and Baluchistan in 2002).
- Secure advertising space on billboards located along main roads between major cities.
- Develop corporate sponsorship opportunities for specific PRCS events and activities.

Objective 5 To develop a publication strategy for publicity materials.

Activities to achieve objective 5:

- Identify key external audiences as targets for publicity materials in 2001.
- The Communications and Information Department will develop a national publication strategy for posters, leaflets, brochures and magazines for distribution to target audiences.
- Develop and improve upon the editorial content and increase the circulation of the PRCS Magazine.
- Increase the contribution from branches/Departments pertaining to publicity materials, especially the PRCS magazine, in 2001.

Expected results

- The basis for a separate Communications and Information Unit (CIU) will have been established in 2001.
- The Principal Information Officer will have been transferred from the DCU to the newly formed CIU in 2001. He/she will be joined by the Events coordinator of the blood programme.
- One information officer will be in post at each provincial branch level.
- 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. All information staff will have undergone training in word-processing software.
- Reporting formats throughout the Society will have been standardised and time-tabled.
- 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 quarterly 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 ten press trips to visit PRCS field activities will have been organized at national or provincial levels.
- The PRCS will have organized at least three events during the year to mark the UN year of Volunteers.
- All PRCS vehicles, properties and uniforms will be branded with the PRCS emblem.
- Two orientation camps will have been held in Sindh and the Punjab for district level volunteers and the public.
- PRCS will have secured at least two corporate sponsors who will support major events during the year.
- PRCS will have secured free advertising space on at least twenty billboards on major intercity highways.
- The PRCS will have established a national publications strategy.

Indicators

- Through increased communications professionalism and productivity, the PRCS is recognized by key target audiences as a leading humanitarian organisation within 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 mobilisation strategies.
- A quantifiable increase in funding resulting from initiatives implemented under the programme.
- 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 cooperation is provided by line departments and provincial branches for greater harmony in the implementation process as well as monitoring and evaluation.
- There are no unnecessary delays in completing the programme within the time frame due to possible employee turnover and lack of task delineation and empowerment.
- Additional support is provided for current employees who will have greater and increased responsibilities.
- Provincial branches are fully committed and involved in the process.
- The Azad Jammu and Kashmir branch remains operational. At the end of 2001 certain corrective measures may need to be incorporated within the programme to facilitate the Branch's development

Monitoring and Evaluation arrangements

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

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2. Disaster Response

Background and progress to date

Although Pakistan is among the high-risk countries in terms of its vulnerability to different types of disasters, the mechanisms in place to reduce the impact of disasters are very weak. The main emphasis is on post-disaster operations, but there is no clear cut policy and often a lack of co-ordination. In addition, there is a general lack of appropriate personnel and logistics support. More efforts are needed within the governmental and non-governmental sectors to improve disaster response and reduce the impact of disasters.

The Pakistan Red Crescent Society (PRCS) has made a significant effort in this respect, but financial and other constraints have tended to limit its disaster response capacity. It must also develop an integrated disaster response strategy, since it is an auxiliary agency to the Government and its main role is to supplement the government efforts in emergency situations. The PRCS has a well-integrated and well-respected network of more than 300,000 volunteers that extends right down to district and sub district levels. These volunteers participate in disaster relief operations but often remain under-utilised. The optimum utilisation of this volunteer base to address the post disaster needs of victims is an important priority.

Goal The overall goal of the programme is to enable the National Society to further improve its capacity to respond quickly, effectively and in a co-ordinated manner to disasters, in order to alleviate the suffering of vulnerable people and help them to develop their coping capacity.

Objectives and Activities planned

Objective 1 To establish well-equipped operational cells (at national headquarters and at four Provincial Headquarters) to co-ordinate disasters and provide emergency relief.

Activities to achieve objective 1:

- Recruit one disaster relief officer, one disaster relief clerk and driver for each cell, starting with the national headquarters cell in 2001.
- Maintain a computerised database of trained staff and volunteers with specific skills (e.g. first aiders, swimmers, etc.).
- Co-ordinate with concerned public sector agencies and non-governmental organisations during disasters and in the post-disaster phase, keeping PRCS national headquarters updated on a daily basis.
- Establish four operational cells with the necessary manpower and logistics support in high-risk districts of four provinces, in 2002.

Objective 2 To develop regular standardised reporting and feedback systems and make them operational.

Activities to achieve objective 2:

- Development of a reporting and feedback format by the national headquarters aimed at ensuring greater co-ordination between different tiers of the organisation. The format will first be sent to provincial branches and from there to District branches for their inputs and feedback, before finalisation of the format and implementation.
- Relevant staff and volunteers in District branches and provincial headquarters will be trained in use of the reporting and feedback format.
- The provincial headquarters will provide a quarterly consolidated report to national headquarters.

Objective 3 To prepare and distribute a video to Provincial and District branches for emergency training purposes.

Activities to achieve objective 3:

- Dub the video, which will be obtained from National Societies within the region, in Urdu.
- Distribute 100 copies (20 to each provincial headquarters) for onward dispatch to disaster prone District branches for showing to the public in order to promote effective disaster management.

Objective 4 To establish an Emergency Relief & Rehabilitation Fund (ERRF) at national headquarters and four provincial headquarters.

Activities to achieve objective 4:

- Establish an Emergency Relief and Rehabilitation Fund with monetary support at national and provincial headquarters, to be utilised in time of disaster for the emergency needs of victims and for the urgent replenishment of stocks.

Expected Results

Expected results for Objective 1:

- The appropriate personnel for the national headquarters disaster response operational cell will have been appointed and will be undertaking their intended roles and responsibilities by the end of 2001.
- A database of trained staff and volunteers will have been established by the end of 2001.
- Four provincial branch disaster response operational cells will have been established by the end of 2002.

Expected results for Objective 2:

- A standardised reporting and feedback mechanism will have been established and will ensure the availability and maintenance of updated information at all levels by the end of 2001.

Expected results for Objective 3:

- A disaster response training video for the community will be showing communities how to organise themselves to combat and mitigate the impact of disaster.

Expected results for Objective 4:

- An Emergency Relief and Rehabilitation Fund (of around CHF 7,000) will be available, at least at national headquarters level, by the end of 2001.

Indicators

- Reports on disaster response activities will be available and will be provided in a standardised format.
- A database will be accessible to identify and locate trained PRCS staff and volunteers, in the event of disaster.
- Reports on the activities of the national headquarters disaster response operational cell will be available.
- Selected communities will know about the training video.
- Financial records will show the establishment of the ERRF and specific records will show that immediate funding for disaster relief was disbursed, if necessary.

Critical Assumptions

- Funding of the programme is available.
- Special unearmarked funds can be made available for the Emergency Relief and Rehabilitation Fund.

Monitoring and Evaluation arrangements

The disaster response operational cells will report quarterly on their activities, whether or not disasters have occurred. Additionally, disaster-specific reports will be provided. Reporting will be from the provincial operational cell officer, through the provincial secretary to the national headquarters.

The District branch secretary/chairman, who will be responsible for organizing the screening of the community training video, will report on venue and target audiences to the provincial branch, where records will be maintained.

The ERRF will be managed by the Provincial Secretaries, thus making the monitoring and evaluation of these funds their responsibility. Additionally, the national headquarters will make a yearly evaluation of the whole project.

Plans will be made in 2001 for a mid-term review of the programme during the following year

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3. Disaster Preparedness

Background and progress to date

Although Pakistan is among the high-risk countries in terms of its vulnerability to different types of disasters, the mechanisms in place to counter the effect of disasters are relatively weak. The main focus is on post-disaster operations but the various agencies involved in disaster response often lack the necessary personnel and logistics support. In addition, there is little coordination between the different players.

The Pakistan Red Crescent Society (PRCS) is making serious endeavours to improve its emergency services at all levels of the organisation, but it is hindered by a lack of financial and other resources. However, with Federation support, a programme of community based disaster preparedness workshops was started in 1997. By mid 2000, six workshops had been held and around 150 people from different local and public sector organisations had been trained. More workshops were scheduled for the second half of the year. The programme now needs to shift its focus towards a more strategic approach to enhancing both National Society and community capacities in areas vulnerable to disasters through comprehensive, targeted training and other activities.

The goal and objectives for this programme were developed during the strategic planning process for the development of the country assistance strategy in July 2000. This was a participatory process including all levels of staff and volunteers within the Society, from all the provincial Branches and the National Headquarters

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 planned

Objective 1 To establish a comprehensive disaster preparedness policy for PRCS.

Activities to achieve objective 1:

- Develop guidelines for a national workshop for the formulation of a disaster preparedness policy in early 2001.
- Hold the policy formulation workshop.
- Develop a draft disaster preparedness policy in the course of 2001.
- Finalise, approve and integrate the policy into the work of the National Society by the end of 2001.

Objective 2 To conduct Vulnerability and Capacity Assessments (VCA) in key hazard-prone areas.

Activities to achieve objective 2:

- Develop and finalise standardised VCA forms, in full coordination with the provincial branches.
- Print and distribute 200,000 copies of the VCA form to the provincial branches in the first half of 2001.
- Conduct VCA surveys in selected hazard-prone areas at District level during the second half of 2001.
- Compile a full VCA report at each provincial Branch level and submit to National Headquarters.
- Compile a national hazard mapping report, based on the provincial reports.

Objective 3 To integrate the society's disaster preparedness and response mechanisms in order to maximise their resources.

Activities to achieve objective 3:

- Establish Early Warning Units in the national headquarters and each of the provincial branches by the end of 2001.

- Construct a new warehouse or refurbish existing facilities in each provincial branch (one in 2001, the remainder in 2002-2003).
- Develop a strategy to further integrate disaster response and preparedness mechanisms within the National Society by the end of 2001.

Objective 4 To enhance the capacities of local vulnerable communities.

Activities to achieve objective 4:

- Select, initially as a pilot area, one location each in Sindh and Punjab Provinces where the proposed community based disaster preparedness training plan will be implemented in early 2001.
- Undertake a rapid VCA exercise and mobilise and motivate the communities to participate in disaster preparedness activities in 2001.
- Undertake community based disaster preparedness training in the two selected locations by the end of 2001.
- Develop plans to expand the programme to three new locations in 2002.

Expected results

Expected results for objective 1:

- A PRCS disaster preparedness policy will have been developed and integrated into the work of the National Society by the end of 2001. It will include areas in which training will be required and issues of quality assurance in line with SPHERE guidelines.

Expected results for objective 2:

- A standardised VCA tool will have been developed and used to map vulnerability in selected hazard-prone areas.
- Provincial and national hazard mapping reports will be available and the key risk areas will have been identified.

Expected results for objective 3:

- A total of five Early Warning Units will have been established in the national and provincial headquarters and will be collecting information about impending disasters and relaying it to vulnerable branches.
- One warehouse in a selected provincial branch will have been established or refurbished.
- A strategy to further integrate the disaster preparedness and response mechanisms within the National Society will have been drafted.

Expected results for objective 4:

- Targeted community based disaster preparedness training will have been undertaken in two selected locations in Sindh and Punjab Provinces by the end of 2001.
- Two vulnerable groups in flood-prone areas will have been motivated and trained in self-help and maximizing community resources to reduce the impact of disaster.
- A plan for the expansion of the programme to three new locations in 2002 will have been developed by the end of 2001.

Indicators

- Quarterly reports on the programme available, showing progress against objectives.
- Records and files show the presence of a disaster preparedness policy, a standardised VCA tool and a mapping of key hazards within the country.
- Two communities able to publicize their disaster preparedness training and show the additional measures they are taking to mitigate the impact of disasters in their area.
- Five Early Warning Units visibly present in the national and provincial headquarters.
- One warehouse constructed or refurbished.

Critical assumptions

- Funding will be available. Every effort has been made to hold down the costs in order to attract the funding required to further develop this key programme.

- The ability of the National Society to undertake and develop this programme is not diverted by major emergencies and disasters.

Monitoring and Evaluation arrangements

Quarterly financial and narrative reports will be provided, describing progress against the set objectives and action plan. Ongoing monitoring will be undertaken by the provincial branches and the headquarters and each provincial branch secretary will provide an internal evaluation report at the end of the year. Additional support and monitoring will be provided by the Federation, as appropriate and necessary.

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4. Health and Care in the Community

This programme comprises the following projects :

- Health Management and Promotion
- Reproductive Health Services

Background and progress to date

Health related problems in Pakistan are immense: with an estimated population of 140 million and an annual growth rate of 2.4 per cent, life expectancy is 63 years and infant mortality 86 per thousand. There is only one doctor for 1,640 people, one nurse for 4,117 persons, one dental surgeon for 43,000 people and 17 hospital beds per 10,000 patients, while 60 per cent of the population does not have access to safe drinking water. Only 1% of the GNP is allocated for the health sector. Health related problems are further compounded by a low literacy level of 54% for men and 27% for women.

The main work of the Pakistan Red Crescent Society (PRCS) is in the field of health, ranging from cardiac hospitals, TB hospitals, and leprosy hospitals 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 Ambulance Association, is the oldest organisation 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 organisations and the implementation of a Community Based First Aid (CBFA) programme there is an ever-increasing demand for training. This need has been reflected in the establishment of a National Training and Resource Centre in Islamabad. The Society's slogan for the millennium year and onwards 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. Though mainly for PRCS MCH female staff members who have access to and can communicate with women, frequently the most vulnerable, training was given to a total of 126 men and women in the first eight months of 2000. 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 and children at primary health care level all over the country. The programme is based on the Appeal 2000, with some adjustments. In particular, the former separate programmes of Mother and Child (MCH) and Baluchistan Health have been integrated into one Reproductive Health Programme. 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.

As indicated above, the health programme for Baluchistan is now an integral part of the Reproductive Health programme. However, while the programme elsewhere seeks to upgrade and expand activities within existing MCH structures, in Baluchistan the objective is to establish PRCS basic health facilities. Baluchistan is still an underdeveloped province, very sparsely populated and with extremes of climate and terrain. It has a literacy rate of 28%, 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 Baluchistan and has now opened 17 District Branches in the Province. The National Society was also active during the drought in 2000. It plans to build on its existing presence and activities by developing basic health services, organized on a cluster approach of one

MCH centre, one mobile clinic and six first aid Posts. The first MCH centre was established at Nushki with support from the Chinese Red Cross. Towards the end of 2000, a second was being established at Mastung, supported by the Norwegian Red Cross through the Federation Appeal 2000.

As a result of a strategic planning process in July 2000, three key sub-programmes have been identified which build upon the National Society health programmes outlined above. These three core programme activities, which together form the PRCS Health Programme, are as follows:

- Health Management and Promotion (this combines two of the four CAS objectives to reorganize the health management capacity at National Headquarters and strengthen a strategic health promotion programme).
- Reproductive Health Services.

Programme 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)

Project Goal The overall long term goal of the project is to ensure a trained First Aider in every home.

Objectives and Activities planned

Objective 1 To reorganise the health management capacity at National Headquarters, including the establishment of an integrated approach to the National Society's health programmes.

Activities to achieve objective 1:

- Employ a Deputy Director to coordinate all three components of the Health Division in 2001.
- Formulate an integrated approach to the Society's programmes at national and provincial levels during 2001.

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

Activities to achieve objective 2:

- Employ two doctors as Senior Trainers for the NTRC in 2001.
- Employ one male Junior Trainer for the NTRC in 2001.
- Provide refresher training for all National Society first aid trainers in 2001.
- Employ one driver for the NTRC in 2001.
- Purchase of appropriate equipment and training materials for the NTRC.

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

Activities to achieve objective 3:

- Develop a plan to conduct regular CBFA training courses for Red Crescent personnel and volunteers and community members in 2001.
- Conduct health promotion campaigns in the mass media (print and electronic) in 2001.
- Explore opportunities and needs of the community for first aid training and consider the possibilities of raising income, in 2001.
- Establish or strengthen an already existing Training Centre in each of the four Provinces by the end of 2002.
- Employ a Provincial Health and Training Officer for each Provincial Branch by 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 2001
- CBFA training will have been provided for 80-100 PRCS personnel and 1,000 volunteers in 2001, rising to 4,000 volunteers per annum by the end of 2003.

- 15-20 PRCS personnel will have been trained or retrained as CBFA trainers in 2001, rising to 20-30 annually in 2002 and 2003.
- Possibilities for health promotion campaigns in the mass media will have been explored during 2001, 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 NHQ and Provincial Branch resources.

Monitoring and Evaluation arrangements

- 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 deputy Director (Health) through the three Health Programme Managers.
- Plans will be developed in 2001 for a mid-term review of the project in 2002.

Reproductive Health Services Project

Project Goal The overall goal of the project is to improve the health of the target population through a strengthened and coordinated approach to reproductive health services.

Objectives and Activities Planned

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

Activities to achieve objective 1:

- Integrate reproductive health services into 10 existing MCH centres per annum, over the three years 2001-2003.
- Establish four new basic health facilities in Baluchistan Province, in the most vulnerable areas, during 2001.
- Provide Reproductive Health/MCH services to one million women and children per annum.
- Provide training for health personnel.

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

Activities to achieve objective 2:

- Further develop and improve the vaccination services

- Increase vaccination provision at PRCS health centres by 10 per cent per annum.

Objective 3 Increase basic curative care services at specific centres.

Activities to achieve objective 3:

- Establish four new basic health units in vulnerable areas in Baluchistan, based on the cluster approach of a centre, mobile clinic and first aid posts.
- Provide training for health personnel.

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

Activities to achieve objective 4:

- Ensure that health education/promotion messages are given to all those attending health centres.
- Further develop outreach and community-based health education and promotion activities.

Expected results

- One million women and children will have utilized the Reproductive Health/MCH services by the end of 2001.
- Reproductive health services will have been integrated into ten existing MCH centres each year for the three years 2001-2003.
- These MCH centres will be better equipped to provide the services, and will have appropriate equipment and adequate contraceptive supplies.
- Four new basic health units will have been established in Baluchistan.
- Five million women of childbearing age will have been made aware of the potential benefits of Reproductive Health/Family Planning services.
- Vaccination provision will have been increased by 10 per cent.
- 27 medical personnel and 160 paramedical personnel will have received training to deliver the expanded reproductive health services.
- The demand for and provision of contraceptives will have increased by 10 per cent.

Indicators

- Quarterly financial and narrative reports, including records of attendance, services provided and numbers reached with health education, will be available.
- 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 Baluchistan will be aware of the new health facilities.
- 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 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 arrangements

- Activities will be supervised by the Reproductive Health Coordinator 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 as required.

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DELEGATION: PAKISTAN					
PROGRAMME	Disaster response	DP	Health & services	IDRD	TOTAL
Shelter & construction	0	19,858	0	0	19,858
Clothing & textiles	0	0	0	0	0
Food & seeds	0	0	0	0	0
Water	0	0	0	0	0
Medical & first aid	0	0	9,103	0	9,103
Teaching materials	0	0	0	0	0
Utensils & tools	0	0	0	0	0
Other relief supplies	0	0	0	0	0
Sub total supplies	0	19,858	9,103	0	28,961
Land & Buildings	14,275	0	0	0	14,275
Vehicles	0	0	97,030	0	97,030
Computers & telecom	3,782	17,021	10,521	22,816	54,140
Medical equipment	0	0	20,015	0	20,015
Other capital expenses	0	0	16,088	0	16,088
Sub total capital	18,058	17,021	143,653	22,816	201,548
Programme management	7,409	10,569	28,781	25,133	71,893
Technical services	2,218	3,164	8,616	7,523	21,521
Professional services	2,460	3,509	9,555	8,343	23,866
Sub total programme support	12,087	17,242	46,951	40,999	117,280
Transport & storage	0	0	16,617	0	16,617
Personnel (delegates & expatriates)	1,680	1,680	0	8,400	11,760
Personnel (local staff)	23,197	57,997	166,106	239,624	486,924
Sub total personnel	24,877	59,677	166,106	248,024	498,684
Travel & related expenses	1,500	1,500	6,126	11,961	21,087
Information expenses	16,011	13,869	6,858	24,833	61,571
Expert fees	31,520	6,304	0	3,152	40,976
Admin. - general expenses	5,830	5,516	31,416	8,327	51,089
Training workshops / seminars	0	15,760	0	12,608	28,368
Sub total travel, training, general exp.	54,861	42,949	44,401	60,881	203,092
Total budget	109,883	156,746	426,831	372,721	1,066,181