

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

PAKISTAN

Appeal no. 01.56/2003

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

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	620,679	598,600
2. Disaster Management	1,658,178	1,599,100
3. Humanitarian Values	81,548	78,600
4. Organizational Development	405,083	390,700
5. Federation Coordination	8,556	8,300
6. International Representation	10,053	9,700
Total	2,784,097¹	2,685,000

Introduction

The current appeal builds on the process of an honest and serious self-reflection within the Pakistan Red Crescent Society (PRCS) and is intended to provide the next important and strategic steps in the national society's efforts to further strengthen the organization and effectiveness of its programmes and activities.

The overall goal of the International Federation's 2003-2004 appeal³ is to help the Pakistan Red Crescent Society build the capacity to support the country's most vulnerable through better service delivery and advocacy in the four core areas and the three strategic directions of the Federation's Strategy 2010.

The appeal is owned by the national society through a participatory process of discussing and drafting the emerging strategic priorities and choices facing the national society in Pakistan by incorporating:

- an analysis of the country's external environment and the main issues relating to vulnerability, socio-economic trends, the aid and development environment;

¹ USD 1,905,775 or EUR 1,888,691.

² These are preliminary budget figures for 2004, and are subject to revision.

³ This appeal document is designed to market the Federation's assistance programme in Pakistan. It draws on a more detailed plan of action that will guide international support to the Pakistan Red Crescent. The plan is built on a hierarchy of intended achievements constructed along the lines of a logical framework, whereby activities feed into expected results, which feed into project objectives (where relevant), programme objectives and designated goals. The plan of action includes all activities, indicators, means of verification, assumptions/risks, detailed budget plans, timetable of implementation as well as monitoring and evaluation mechanisms.

- an analysis of the strengths, weaknesses, opportunities and threats in the external environment facing the PRCS as it aims to increase the effective delivery of its mandates of humanitarian work;
- an analysis of the achievements of the national society in its work to increase impact on vulnerability through its programmes; and
- the strategic objectives and agreed priority actions.

In order to give added value, this appeal develops an agenda which makes a link with the country strategy and develops it to reflect the three strategic objectives of the Secretariat's assistance, namely:

- the strengthening of the national society;
- the provision of effective Federation coordination; and
- an authoritative international representation.

The Appeal 2003-2004 builds on the considerable progress made in the last few years and has two key themes: clear targeting to meet pressing needs, and a focus on areas where the national society can provide the most value.

Country Strategy

Humanitarian context

Pakistan is one of the most disaster-prone countries in South Asia and is threatened by a variety of natural and man-made disasters. According to the *World Disasters Report 2002*, some 27,312,592 people (2 per cent of its population) were killed or affected by disasters in Pakistan in the period from 1999-2001. Pakistan is the world's seventh most populous country, and the fourth in Asia. Currently, the population of Pakistan is estimated at around 145.9 million, with an annual growth rate of 2.16 per cent (doubling time: 33 years). Identifying the problems associated with population increase, Pakistan has more mouths to feed, more families to house, more children to educate and more people looking for gainful employment.

With the worst drought in living memory moving into its fourth year, water availability was rapidly decreasing and creating greater vulnerability among the poor. Sixty per cent of the population does not have access to safe drinking water. The water crisis has had severe implications. The general health of the population is declining, with rising levels of malnutrition due to poor diet on which many people are subsisting. A total of 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 report from the Government of Pakistan. Social indicators show an average life expectancy of 59.6 years with a mortality rate 83.3 per 1,000. The number of child deaths under five is reported at 110.3 per 1,000⁴. The high rate of population growth, low life expectancy and high mortality rate put Pakistan at the lower level among the countries in the region.

There is also concern over increasing disease prevalence affecting large populations, in particular the potential for an alarming acceleration of the spread of HIV/AIDS in the country. According to UNAIDS, some 74,000 people are infected with this disease in Pakistan. There are 60,000 sex workers in the country. More than four million people are drug addicts (60,000 injecting drug users). A high rate of needle and syringe sharing and unsafe sexual behaviour are potential dangers for a rapid spread of HIV/AIDS.

Many of the health problems common in Pakistan 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. Insufficient financing is making Pakistan's already precarious public health sector weaker.

⁴ Source: Human Development Report, UNDP 2001-2002

Increased political instability limits the country's ability to attract the foreign investment which is essential for growth and poverty reduction. Since gaining independence from Britain in 1947, Pakistan has come a long way in most of its macro and micro economic indicators, with all sectors registering manifold growth, but an increasing population has swallowed most of these gains and few benefits have trickled down to the masses. Thus the overall socio-economic trends in Pakistan remain a matter of concern, having adverse effects on increasing vulnerability for those with already reduced access to public services.

The ongoing situation in Afghanistan has understandably had a serious impact on Pakistan for more than 20 years and the needs of Afghan refugees in Pakistan also create humanitarian challenges. More than one million Afghans who sought refuge in Pakistan⁵ have returned to Afghanistan in 2002 under the UN-led repatriation programme, with the hope of a new beginning in Afghanistan. However, large communities of refugees with substantial needs still remain in Pakistan. The most vulnerable are the post 11th September arrivals, living in the camps of Baluchistan's water-short border regions.

Added Red Crescent value

The Pakistan Red Crescent Society is a key humanitarian actor in the country, with good links to government and non-governmental organizations. For example, WHO and UNICEF, together with the Ministry of Health, were very keen to include the PRCS in the partnership for the polio eradication campaign, recognizing their need to maximize the value of both the credibility and trust of the Red Crescent emblem in the community and the network of Red Crescent volunteers on the ground, especially in hard-to-reach areas. However, it is fair to say that the national society is well aware that there is still some way to go to position itself as the leading humanitarian agency in Pakistan.

Ongoing political, social and economic uncertainty is affecting millions of people in Pakistan, increasing the population's vulnerability to all forms of hazards and posing enormous humanitarian challenges. The role of the Pakistan Red Crescent Society in meeting those challenges is considerable.

Facts and Figures on PRCS action in 2001-2002

Health and Care:

- The PRCS provides preventive and curative health care to vulnerable people, particularly women and children, in over 160 medical units run by the society. These range from hospitals to maternity and child welfare centre and dispensaries.
- Over 30,000 beneficiaries, local and refugee population, are reached every month through the society's mobile and basic health units.
- Some 100,000 Afghan refugees sheltered in the camps across Baluchistan's desert in the south-west region of Pakistan have access to safe potable water as a result of PRCS/Federation's *water and sanitation* intervention.
- Reproductive health services are provided in 17 of the society's 61 mother and child health (MCH) centres.
- The PRCS blood programme is relatively small compared to the country's needs and operates mainly in Islamabad, Lahore, Karachi and Peshawar. Blood is collected from voluntary non-remunerated donors and provided to the hospitals free of charge. Unlike most private blood collection centres, all blood collected by PRCS is screened for Hepatitis B and C, and HIV/AIDS. PRCS launched a campaign against hepatitis throughout the country.
- PRCS has for two years been an active partner with UNICEF, WHO and the Ministry of Health in the polio eradication campaign and as a direct result of the national society's action, nearly a quarter of a million children were mobilized for polio vaccination in each of the last two years, of

⁵ When the UN launched its repatriation programme in March 2002, there were over two million Afghan refugees in Pakistan, many of whom have settled here since the 1980s.

which more than 25 per cent were Afghan children. Numbers mobilized by the national society during 2003 are expected to be the same or even slightly higher.

- Over the last two years, first aid training was greatly increased and the upgraded national training and resource centre is providing training to colleges, the corporate sector, the police and other groups such as non-governmental organizations. Additional income was raised which will be reinvested in this programme. Today, the national society has 60 community based first aid trainers.

Relief:

- In recent years, the PRCS has mounted relief operations in response to large scale floods, droughts, cyclones and earthquakes. Within the Afghan crisis operation only, about 23,400 refugee families (some 140,000 individuals) were supported with basic relief items in 2002.

Disaster preparedness:

- In addition, the PRCS was successfully implementing Disaster Preparedness (DP) initiatives aiming at developing its own capacity at the national strategic level as well as improving the capacity of vulnerable communities to establish effective disaster preparedness and coping mechanisms.

Advocacy and dissemination:

- Advocacy and dissemination programmes are run by the society to promote the Red Cross/Red Crescent principles and international humanitarian law, and to increase the understanding on the use of the emblem.

Information and public profile:

- The PRCS has made full use of opportunities such as Red Cross/Red Crescent Day, the launch of the *World Disasters Report* and International First Aid Day to hold events which increase public attention to and a profile of the national society, and enable the wider dissemination of the society's activities.
- The monthly PRCS magazine was expanded during 2002 in terms of content and circulation, and continues to be fully funded by ICRC.

Added Secretariat Value

The added value of the Secretariat is to act as a coordinating and facilitating body. The Federation is working in Pakistan for over twenty years now, providing technical and financial support to the Pakistan Red Crescent Society in its operations to assist the most vulnerable. This has included:

- assistance during major natural disasters such as drought and earthquake operations in 2001, for which the Federation launched international appeals;
- support to the national society through an international appeal for the Afghan humanitarian crisis, which started in October of 2001 and continued throughout 2002;
- support to strengthen and develop the organizational capacity of the national society
- programme support in the Federation's core areas of disaster preparedness and response, health and care in the community and the promotion of humanitarian values and the fundamental principles of the Red Cross and Red Crescent Movement.

Apart from coordination and building the capacity of its member national societies to assist vulnerable people, the Secretariat's main role is to represent its global membership on the international stage. The Federation's delegation in Pakistan, with support from the Secretariat, is successful in mobilizing international assistance, both from Red Cross and Red Crescent societies and from international donors for both the emergency and the longer-term activities of the society, and it developed a significant representational capacity in Pakistan.

National Society Priorities

An overview of the current situation of the national society: The national society was established as the Pakistan Red Cross Society in 1947 through a decree declared by the head of state, and at the time of the country's independence. The society was recognized by the ICRC and became a member of the International Federation in 1948, formally changing its name to the Pakistan Red Crescent Society in 1974. PRCS is officially recognized by the government as a voluntary relief society, and serves as an auxiliary to the government and armed forces (particularly the medical services). It is represented throughout the country and each of the four provincial branches has a network of district branches, 66 in total.

The PRCS made progress in its efforts to improve its ability and capacity to meet the various humanitarian challenges, and to make the most effective and sustainable use of limited human and financial resources. Yet despite its numerous activities in response to repeated disasters and community needs, it is still not a well known name within the country due, at least in part, to a lack of capacity to address core Red Cross/Red Crescent issues and mandates. Although the society is very active in health-related activities and has an excellent infrastructure for dealing with health-related problems, areas such as branch development, financial development, human resource development, sustainable strategic development planning and general management need to be further consolidated.

In order to be able to increase its impact in addressing the challenges outlined above, the PRCS has set out the following programme priorities:

- Disaster management capacity building focusing on preparedness and response capacity strengthening of the national society and of the community.
- Planning, development and management of health programmes, with a particular focus on preventive health measures, community based first aid (CBFA), safe blood donor recruitment, mother and child health (MCH) and the prevention of HIV/AIDS. The latter has become a key priority for PRCS. As an organization with its roots in the community, the society is well positioned to fight discrimination and help protect the most vulnerable, both from the disease and from ill-informed attitudes. PRCS became an active member of the newly-established South Asia Red Cross/Red Crescent Network for HIV/AIDS (SARNHA) in 2002.

Learning from objectives and operations in 2002, the PRCS capacity development priorities are to:

- strengthen the organizational capacity of the PRCS to deliver well-planned, managed, monitored and evaluated programmes, as defined in the Federation's Strategy 2010;
- establish an extensive network of well-developed branches;
- develop effective human resource mobilization, development and retention strategies for the society; and
- establish a sound system of financial management, budgeting, accounting, independent auditing and effective financial resource mobilization strategies at all levels.

The national society's priorities are based on: the current development plan (which will be reviewed in 2003); the cooperation agreement strategy (CAS) developed in 2000 and to be undertaken again in 2003; a recent self-assessment that the society conducted; and the recommendations of a joint Federation/ICRC participatory evaluation of the development and cooperation unit, undertaken in mid-2002. The plan takes into account the identified needs within Pakistan and considers the long-term developmental perspective for South Asia presented by the Federation's regional delegation.

SWOT Analysis of the Pakistan Red Crescent Society

Internal	External
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<p>Strengths</p> <ul style="list-style-type: none"> • Indigenous, community based organization • Leadership commitment to change and capacity development • Five-year development plan • Cooperation agreement strategy • Constitution review in progress • Recent evaluation of development and cooperation unit • Recent self-assessment • Base of 50,000 volunteers • Extensive health-related activities • Scaled-up first aid training • Increasing disaster preparedness activities • Commitment to the fundamental principles • Ongoing involvement in emergency operations • High profile polio eradication campaign 	<p>Opportunities</p> <ul style="list-style-type: none"> • Red Cross/Red Crescent Movement support and strong Federation/ICRC presence in country/region • Tripartite agreement between the Movement's partners • Recognition and effective cooperation with the government • Support from the local communities • Bilateral contacts with some partner national societies • International interest in the region • Broadening partner/donor base • Effective partnership with national and international organizations
<p>Weaknesses</p> <ul style="list-style-type: none"> • General organizational and strategic planning capacity still needs strengthening • Inadequate strategic approach to human resource development • Weak financial management system • Inadequate strategic approach to financial resource mobilization and sustainability • Full territory not covered - 66 of 106 district branches functioning • Disaster management capacity needs further strengthening 	<p>Threats</p> <ul style="list-style-type: none"> • Unstable political climate in country/region • Current territorial disputes and tensions on and beyond international borders • Socioeconomic situation and general funding climate • Lack of longer-term commitment by partners/donors

Red Cross and Red Crescent Priorities

Due to circumstances prevailing in the country and its surrounding region, the society works closely and receives support from the ICRC, especially in the areas of capacity development, dissemination, tracing and conflict preparedness in an integrated manner with the Federation-supported organizational and disaster preparedness initiatives. ICRC is also working with the national society to establish a branch in Azad Jammu and Kashmir. In the spirit of the Seville Agreement, there is an annual tripartite agreement between the three Movement's partners in-country.

The PRCS maintains good cooperation with other components of the Movement, including some key bilateral partners, as well as government counterparts and non-governmental organizations operating in the country.

The development of the national society's development plan and a second-generation CAS is scheduled for 2003 and these will be key tools in the effort to coordinate the programming and support of various partners. Success will depend on the quality of these strategic plans, and on partner national societies showing clearly that they value the coherence of the Movement and are committed to the CAS approach. This will be an exciting and challenging process as it will necessitate a review and establishment of new partnership principles through a participatory process of involving other key Movement's stakeholders in the country. By developing a common strategy, the components of the Movement will follow a path towards greater unity, cooperation, sharing, participation and harmonization.

Priority Programmes for Secretariat Assistance

Under the Seville Agreement, the Federation continues its lead role in support for organizational development; effective health and care programmes; disaster preparedness with community based approaches; response to natural and humanitarian disasters; and finally in the promotion of humanitarian values, inspiring people to change their behaviour as a result of a more effective dissemination of the Red Cross and Red Crescent Movement's role.

With full consideration to the humanitarian environment in the country and a long-term development perspective for the national society, the Federation's appeal for 2003-2004 concentrates on maintaining and further enhancing the positive momentum within the national society to the change management process in order to move closer towards the characteristics of a well functioning national society, while addressing and reducing vulnerability in selected areas around the country. The planning and focus for the national society's operations, target beneficiary groups and locations were coordinated with counterpart agencies, the community and governmental authorities, in addition to the Federation and ICRC. Support will focus on:

- **Health and Care:** strengthening the capacity of the national society to successfully plan, implement and manage programmes having a positive effect on the health of the community in the operational areas
- **Disaster Management:** strengthening the disaster management capacities of the national society and of selected vulnerable communities.
- **Humanitarian Values:** developing a greater understanding of humanitarian values and the Movement's fundamental principles within the national society and the community.
- **Organizational Development:** 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.
- **Federation Coordination:** positioning the Federation delegation to play a coordinating role in developing long-term partnerships between the PRCS and the wider Movement as well as with non-Red Cross Red Crescent Movement partners.
- **International Representation:** promoting the Federation and its policies in the international arena.

1. Health and Care W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The health challenges facing Pakistan are considerable and generally trends in the health burden continue in a downwards direction. Currently only 0.7 per cent of the GNP is allocated for the health sector. Health related problems are further compounded by low literacy levels for men and women. Since its inception, the main work of the Pakistan Red Crescent Society was in the field of health, ranging from general hospitals, TB hospitals, and a leprosy home to over 170 mother and child health centres and basic/mobile health units located throughout the country. The Federation, through partner national societies, provided increasing support in recent years for the implementation and management of various health-related programmes, with particular focus on mother and child health, first aid and the blood programme.

The national society in the last couple of years had an additional burden of various emergencies in the country, but it has taken the opportunity that emergencies and additional funding have provided to further build its health capacity and activities. In particular, the drought programme in Baluchistan Province in 2001 enabled the branch to establish four mobile health units to provide preventive and basic curative health care to 40 drought-affected village communities. The drought is ongoing, as is the work of the teams. Around 8,000 people in these villages benefit each month from the work of these teams. This experience, plus that of basic health units in both Baluchistan and the north west frontier province (NWFP) formed the basis for additional health facilities to be provided to the Afghan refugee

population and the local vulnerable population during the 2001/2002 Afghan humanitarian crisis appeal. Most of the health activities which started as emergency operations will now be included into the ongoing planned work of the society and the country appeal 2003/2004, as the needs have not yet diminished and the situation remains a chronic one.

Another major achievement during 2002 was the strengthening of the national health team and the promotion of the former head of the national training and resource centre to deputy director of health, responsible for the coordination and management of all the national society's health activities. There is a clearer overall strategic vision for the direction and focus of the health programme, and for 2003/2004, this will focus on two projects, one providing the essential basic health services to the community, and including HIV/AIDS, reproductive health and community based first aid; and the second project focusing on the need for further strengthening of health programme management and implementation capacity, including the key role of training and will focus on two district branches within each province, making the links with branch development and using health as the entry point. These two projects, health service provision and capacity building, cannot be considered as separate entities as they are completely interdependent and endeavour to make the wider links with other core activities of the society.

One priority highlighted for 2003 is the national society's commitment to increasing HIV/AIDS activities and linking this with the recruitment and retention of non-remunerated blood donors. In the first instance this will be the inclusion of an HIV/AIDS component in all training and health education provided. It is recognized that there is much to be done both inside the national society and within the wider community to address this issue, but it is also clear that the government is becoming more committed and that the enormity of the threat is becoming more widely understood. PRCS is an active member of the newly-established South Asia Regional Network for HIV/AIDS (SARNHA) and has a named focal person for HIV/AIDS-related matters.

In terms of lessons learned, the issue of sustainability of health programmes always arises. Indeed the provision of health services is inherently unsustainable in that qualified professional personnel and good quality medicines are required, as well as transport for mobile units. Nevertheless, given the huge health needs in the far-flung areas of the country and the harsh geographical conditions requiring strong vehicles, a balance needs to be struck between the sustainability issue and the need to provide essential health services where no other organization or government agency is providing them. The issue of cost recovery within health activities was the focus for the start of a case study towards the end of 2002. This will be further developed during 2003 and an active effort will be made to investigate and develop better local resource mobilization for health programmes. Income generation from first aid and some limited cost recovery from health units are just two examples which the national society is already undertaking, but it is believed that even in the current socio-economic context in Pakistan, there are possibilities for broadening the in-country donor and partner base for health activities.

Overall Goal

The national society continues to build on its existing health activities and experience to improve essential health care services to the most vulnerable

Programme Objective and Expected Result(s)

Objective: The capacity of the national society is strengthened to successfully plan, implement and manage programmes which have a positive effect on the health of the community in the operational areas

Expected results for this objective are:

- Measurably increased health programme management and training capacity within the national society and community capacity to respond to health needs; and
- Raised awareness within the communities in the operational areas of basic health problems to enable community members to take more responsibility for their health.

2. Disaster Management W *<Click here to return to the title page>*

Background and achievements/lessons to date

Pakistan, like other neighbouring countries in the region, is among the high risk countries in terms of its vulnerability to different types of disasters. Natural hazards include earthquakes, drought, landslides, mud flows, avalanches and floods. The disaster-proneness of Pakistan varies with its regions and altitude. The central Indus valley and the vast Indus delta plain in the south regularly experience river flooding, while in Baluchistan the inhabitants must contend with recurrent acute food shortages caused by chronic drought. Both the arid west and the mountainous north are regularly affected by 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 mechanisms to counter the effects of these disasters are relatively weak in Pakistan, although the government does recognize the need to further address disaster preparedness and mitigation, as well as response. Since 1997, the PRCS was making serious endeavours to improve its disaster preparedness and response activities at all organizational levels. Seven community based disaster preparedness workshops were organized between 1997 and 2000 to raise disaster preparedness awareness in Pakistan and improve disaster management skills of both PRCS volunteers/staff and government staff.

In 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 in dealing with vulnerabilities arising out of disasters through a structured institutional development process in branches and national headquarters (NHQ), targeted training for staff, volunteers and communities and other focused mitigation activities.

In 2001-2002, some measurable progress was achieved. For example, preparatory work was started to establish a comprehensive and integrated disaster management policy for PRCS. Regular contacts with external information services including government, UN, NGOs and media were maintained. Disaster awareness materials were produced in local languages and distributed to the provincial branches for information sharing. To date, fully equipped PRCS disaster management cells, a total of six, exist at the national headquarters and in three provincial branches. PRCS undertook a structured vulnerability and capacity assessment in selected hazard-prone areas at the district level, and implemented pilot disaster preparedness and mitigation projects, a total of five, aimed primarily at strengthening the self-support mechanisms. These projects include:

- Punjab Province: Construction of room (warehouse) and drainage system for Muktab school and a water tank in Jughian village; construction of a small bridge and water tank for a primary school in Naech village.
- Sindh Province: Installation of ten hand-pumps in two villages in Badin district; construction of water storage ponds in two other villages; construction of an elevated iron bridge, and repair of another bridge in the Lehari area of Karachi.
- Balochistan Province: Electricity connection for diesel tubewell in Gaz Nalli; construction of water tank, extension of piping and rehabilitation of water protection spur/wall in village Muhammad Khan; water tank and piping in village Pir Jan is in progress.

Additionally, there was further development of the web site and networking was installed at NHQ. The risk reduction manual was translated and is ready for printing and publication. Initially 100 copies of the manual will be produced for information sharing and to be available in the branches. The national training and resource centre personnel are reviewing the Federation's community based first aid trainer's manual and it will be translated into Urdu.

The importance of the national society's role in assisting vulnerable victims of disasters was demonstrated many times. In recent years, PRCS has significantly mounted its relief operations in response to large-scale floods, drought and cyclones. The society responded rapidly and effectively to the devastating earthquake in India, affecting the Thar area of Sindh Province in Pakistan, killing 12 people and destroying 10,000 houses. The emergency drought operation in 2001 is another good example of progress made by the PRCS in building its disaster management capacities. In 2001/2, the national society played a significant role in responding to the humanitarian crisis in Pakistan triggered by extraordinary events in neighbouring Afghanistan. The Federation/PRCS efforts to improve the grim conditions of refugees through the health, water and sanitation programmes, were of vital importance.

Building the national society's capacity in disaster management is a slow process, requiring a strategic approach, and it may still take several years to build up experience and knowledge to achieve well functioning and effective indigenous mechanisms. The Federation is therefore keen in securing its consistent long-term support.

There is a need to continue with the water and sanitation activities started early in the humanitarian crisis operation. Around 90,000 people in the camps in Chaman, Baluchistan are still completely dependent on full assistance for water provision and are receiving 15-20 litres of water every day as part of the Federation's support for the crisis. In view of the ongoing presence and vulnerability of the Afghan refugees in the camps in Chaman, water and sanitation activities will be ongoing in 2003 and these have therefore been included in the disaster management component of the appeal. While the Federation will continue to be the main contributor to this programme, the opportunity will be maximized in developing a water/sanitation capacity within the branch, to enable the branch to deal with future drought-related activities and drought mitigation. This will be achieved through a programme of training and technical support. Hygiene education is already an integral component of the water and sanitation programme and this links closely with the work of the mobile and basic health units. Therefore, Chaman will be one of the locations for district branch development, building on the existing society's activities there.

Building on the past achievements/lessons learned, the PRCS has identified the following areas requiring immediate attention during the coming two years:

- continue supporting Afghan refugees in water-short camps of Baluchistan, reducing their vulnerability to water-born diseases and ill-health;
- develop a comprehensive and integrated disaster management policy and strategy incorporating the 2002 assessment recommendations and reflected in a comprehensive society's disaster management plan;
- develop adequate human resources and organizational structures to enable sustainable disaster management activities
- enhance capacities of the most vulnerable communities to counter the effects of disasters;
- improve coordination with government structures, ICRC and other agencies; and
- enhance the information management capacities of the PRCS.

In order to ensure maximization of resources, the disaster management initiatives of the PRCS will be implemented in coordination with the ICRC-supported conflict preparedness and response programme.

Overall Goal

The impact of disasters on vulnerable communities is reduced.

Programme Objective and Expected Result(s)

Programme objective: The disaster management capacity of the Pakistan Red Crescent Society is increased.

Expected results for this objective are:

- a total of 68,000 Afghan refugees sheltered in the camps of Baluchistan Province have access to safe water as well as hygiene and sanitation services;
- PRCS has organizational and operational capacity to mobilize local communities to reduce the impact of disasters by utilizing and further strengthening the existing coping mechanisms.

3. Humanitarian Values W [<Click here to return to the title page>](#)**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 severe poverty and the collapse of health and social welfare systems in Pakistan. In these circumstances, the role of the 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 a 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 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. Promotion of humanitarian values was an important component of the Federation/PRCS activities within the Afghan humanitarian crisis operation. The Federation was working with the society's information officer to encourage ongoing publication and dissemination of PRCS emergency and other ongoing activities. Over the last year, a brochure on the activities and programmes of the PRCS was prepared in local languages and distributed to the general public through the society's provincial branches. A number of events/press-briefings were held to raise the understanding of Federation's and national society's mission and role. A poster campaign was carried out across the country as part of the image building initiative of the PRCS.

The PRCS was regularly disseminating information about the programme activities through the local media concerning the operational matters and globally through its normal channels of publications. A number of articles were published in the national newspapers and the Federation's web page on the society's projects in support of the vulnerable groups in the country.

A communication strategy was formulated as part of the national society strategic plan. The policy will serve as a basis for providing clarity and direction for PRCS communications activities at national, provincial and district levels of the society. The policy will ensure consistency in decision making throughout the PRCS and in defining the boundaries for the conduct of the society's staff.

Additionally, three workshops on the fundamental principles for Red Crescent staff and volunteers (a workshop in two provincial branches of NWFP and Baluchistan plus one at the NHQ) were held. The

workshops were attended by the health unit members of the PRCS; who due to their mobile nature, are viewed as a means to disseminate knowledge about the Movement and the fundamental principles to Red Crescent's beneficiaries and the general public.

The national society recognizes the need to have a more focused approach to this work and to profile and project these issues in-depth and 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.

Overall Goal

The overall goal of the programme is to bring about a change in the behaviour of people, increase tolerance, mutual understanding and respect for human beings by a greater dissemination of humanitarian values and the Movement's fundamental principles.

Programme Objective and Expected Result(s)

Objective: Promote the Red Cross and Red Crescent fundamental principles and humanitarian values both inside and outside of the society.

Expected results for this objective are:

- A greater understanding of humanitarian values and the Movement's fundamental principles within the national society.
- The profile and image of the national society is further increased as a countrywide humanitarian organization.

4. Organizational Development W [<Click here to return to the title page>](#)

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 underline 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.

In 2002, the PRCS initiated an honest and serious exercise of introspection, which has laid a solid foundation for the PRCS to maintain and further enhance the positive momentum to modernize and upgrade. The leadership of the PRCS is committed to change. One clear illustration of this is the governing board's decision to mandate the implementation of the recommendations developed by a joint Federation/ICRC team following the assessment of the society's development and cooperation unit (DCU) in May 2002. The assessment offered an integrated change management plan initiating substantial restructuring in the PRCS. It set out the key tasks for the International Red Cross Red Crescent Movement to support the development and capacity building of the PRCS in conformity with the statutes of the Movement, the Federation's capacity building framework and the ten conditions for recognition of a national society.

A significant achievement of the internal change management process, was the start of the constitutional revision. The constitution, adopted in 1947 and revised in 1974, is reviewed in conformity with the Federation's global guidance for national society statutes and follows an internal, participatory process with technical and legal expertise and assistance from the Federation and the ICRC. The revision of the constitution is the first phase of a planned change process, aiming to ultimately deliver clear and measurable outcomes in the overall management and programme capacity building within the

national society. It is now necessary to further build on the success, the meaning of which is substantial and is the way forward towards conforming to the characteristics of a well-functioning national society.

To ensure its existing services to vulnerable communities at local levels across Pakistan can result in greater effectiveness and impact, the change management plan will be implemented within a well coordinated and feasible time-frame. Over the coming two years, the society's efforts will focus only on those areas of the development work requiring immediate attention and capacity building support, in order to make it realistic and achievable.

Overall Goal

The Pakistan Red Crescent Society is empowered to provide sustainable assistance to the marginalized communities it serves.

Programme Objective and Expected Result(s)

Objective: The PRCS makes further measurable progress towards a well-functioning national society in order to provide high quality assistance with greater impact and relevance to the most vulnerable people in each of the communities it serves.

Expected results for this objective are:

- The organizational capacity of the PRCS is increased and will deliver well-planned, managed, monitored and evaluated programmes, defined in the Federation's Strategy 2010.
- The society has a sound system of financial management, budgeting, accounting and effective financial resource mobilization strategies.
- Placement of effective human resource mobilization, development and retention strategies for the society.
- PRCS provides effective and efficient services to the vulnerable communities through the network of stronger branches.

5. Federation Coordination W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The national society maintains good cooperation with the components of the Movement, as well as with government counterparts and organizations operating in the country. Since 2000, there was a tripartite working agreement between the PRCS, the ICRC and the Federation, which outlines the roles the three Movement's partners undertook together with regards to further strengthening and developing the national society. The specific focus of this support was directed towards the development and cooperation unit (DCU) within the NHQ, established three years ago to perform three key roles in strategic planning for the development of the national society; development and implementation of programmes and activities, and acting as the interface between the society and the Movement's partners. Throughout this period, the partners have worked in a regular and close coordination and cooperation. ICRC plays an important role in supporting the society's capacity building process in Azad Jammu and Kashmir.

Good relationships between the components of the Movement helped to achieve a positive positioning of the PRCS with the government and other humanitarian agencies, sharing similar objectives and principles. The society receives strong support and cooperation from the government, in particular from the ministries of health and education, and government relief cells. The PRCS maintains close links with other organizations and donors in the country such as UNFPA, CIDA and UNHCR.

The Red Crescent volunteer base is seen as a unique humanitarian force by many external institutions, who seek partnerships. A vivid illustration of this is effective cooperation over the past two years between PRCS, UNICEF and WHO on the polio eradication campaign.

Through effective programmes the PRCS is recognized as a credible partner in disaster response. Federation/PRCS meet regularly with UNHCR and its implementing agencies in Pakistan to coordinate assistance to Afghan refugees in the camps. Regular consultations are held with counterpart agency community on the security and political situation in the country.

In 2000, the PRCS developed a CAS, forming the basis upon which financial and technical support is sought and provided through both Movement and non-Movement partners, within the context of the overall development plan. Partnership principles will be reviewed and others established in 2003 through a participatory process of involving the key national society stakeholders. The development plan and the new cooperation agreement strategy will be a key tool in the Secretariat's efforts to coordinate the programming of various partners.

Overall Goal

PRCS develops sustainable capacity building and programming.

Programme Objective and Expected Result(s)

Objective: Longer term strategic partnerships between the national society and wider Movement and non-Red Cross/Red Crescent Movement partners are realized.

Expected results for this objective are:

- A country CAS is developed establishing new partnership principles.
- A partnership meeting is held with participation of the main stakeholders to share the strategic plan of the PRCS and coordinate the programming/support of various partners.
- Cooperation agreement is signed between the PRCS, Federation and ICRC outlining the roles which the three Movement partners will undertake together with regards to further strengthening and developing of the national society.
- Strategic partnership is developed with country-based and international agencies/organizations.
- Federation's Appeal 2003-2004 is developed in a participatory manner.

6. International Representation W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Apart from coordination and building the capacity of its member national societies to assist vulnerable people, the Secretariat's main role is to represent its global membership on the international stage.

Over the years the Federation has been working in Pakistan, it has developed a significant representational capacity. In the period between January 1999 - September 2001, the Federation was maintaining only a country office with experienced national staff and an outposted regional health delegate. All technical advice and support for emergency as well as development programmes was provided through the South Asia regional delegation. Ensuring more structured and continuous support, in October 2001 the Federation re-established a country delegation in Pakistan. Today, the Federation has its country delegation in Islamabad, with offices in Quetta and Peshawar.

The Federation was successful in mobilizing international assistance, both from Red Cross and Red Crescent societies and from international donors. Since 1954 assistance of some CHF 168,000,000 was delivered to the affected population of Pakistan, victims of floods, cyclone, hurricane, earthquakes, displaced persons and socially vulnerable groups, through the international relief appeals/operations

launched by the Federation. The support for Pakistan's country appeal has increased from 4 per cent coverage in 2000, to 58 per cent in 2001 and around 90 per cent is projected for 2002.

The Federation, however, recognizes the need of having a focused approach to increase the Secretariat's effectiveness and efficiency in international representation of its membership, and to create awareness of the conditions of victims of disasters and vulnerable people, on the basis of the fundamental principle of humanity and the results achieved in the past. Advocacy in favour of people affected by HIV/AIDS will be an important task. This will be pursued through dialogue with governments and other concerned parties, private diplomacy, communications, and conference or public statements of policy.

Overall Goal

The Federation and its policies are well-known in the international arena.

Programme Objective and Expected Result(s)

Objective: The Federation's role in Pakistan as an effective coordinator of programmes in the core areas is maximized.

Expected results for this objective are:

- The country's advocacy strategy is developed in line with the national society's to highlight Pakistan's needs within the Federation's global advocacy priorities of HIV/AIDS and disaster preparedness.
- Good relationships are developed and maintained with national authorities and donor governments.
- Advocacy materials are produced and disseminated to counterparts, agencies, organizations and partners.
- Red Cross Red Crescent programmes have sufficient and diversified donor support from national and international sources.

<Budget below - [Click here to return to the title page](#)>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.56/2003

Name: Pakistan

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	21,600	0	0	0	21,600
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	135,000	0	0	0	135,000
Medical & first aid	0	20,000	0	0	0	0	20,000
Teaching materials	5,280	40,000	24,258	0	0	0	69,538
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	36,000	0	0	0	36,000
SUPPLIES	5,280	60,000	216,858	0	0	0	282,138
Land & Buildings	0	0	140,000	0	0	0	140,000
Vehicles	0	0	0	0	0	0	0
Computers & telecom	6,560	770	4,145	2,105	0	0	13,580
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	4,384	528	7,416	1,072	0	0	13,400
CAPITAL EXPENSES	10,944	1,298	151,561	3,177	0	0	166,980
Warehouse & Distribution	0	0	44,600	0	0	0	44,600
Transport & Vehicules	2,122	20,740	142,823	398	0	0	166,082
TRANSPORT & STORAGE	2,122	20,740	187,423	398	0	0	210,682
Programme Support	26,330	40,344	107,782	5,301	556	653	180,966
PROGRAMME SUPPORT	26,330	40,344	107,782	5,301	556	653	180,966
Personnel-delegates	131,040	175,680	336,960	4,320	0	0	648,000
Personnel-national staff	93,576	197,076	399,405	17,206	0	0	707,263
Consultants	5,862	3,904	25,788	396	0	0	35,950
PERSONNEL	230,478	376,660	762,153	21,922	0	0	1,391,213
W/shops & Training	85,763	36,360	105,028	28,120	5,000	0	260,271
WORKSHOPS & TRAINING	85,763	36,360	105,028	28,120	5,000	0	260,271
Travel & related expenses	17,940	22,972	18,294	2,670	3,000	3,400	68,276
Information	8,000	40,000	3,486	16,400	0	6,000	73,886
Other General costs	18,226	22,305	105,593	3,560	0	0	149,684
GENERAL EXPENSES	44,166	85,277	127,373	22,630	3,000	9,400	291,846
TOTAL BUDGET:	405,083	620,679	1,658,178	81,548	8,556	10,053	2,784,097