

# Revised Plan 2011



## Pakistan

### Executive summary

This plan supports the core programmes of the Pakistan Red Crescent Society (PRCS) for 2011, building on the previous biennial plan. It focuses on the four core areas of disaster management; health and care; organizational development; and the promotion of humanitarian principles and values.

The first annual plan in four years was launched in 2010. Prior to that, no Federation support plan was launched due to the ongoing operations for the earthquake in October 2005, Cyclone Yemyin/floods in July 2007. In 2009, an emergency appeal was launched to assist some 6,000 families who were internally displaced by military conflict. The year 2010 experienced several disasters strike the country: landslides and floods in Hunza, Northern Pakistan in

June; Cyclone Phet which struck parts of the Sindh province also in June; and the current ongoing monsoon floods which swept across the country from late July and constitutes the largest flood recorded in Pakistan's history.

Recent years have seen a volatile security environment in Pakistan. With concluding the military operations in the Swat valley and surrounding areas towards the end of 2009, the internally displaced population was encouraged to peacefully return to their homes and restart their livelihoods. Since July 2010, an extraordinarily heavy monsoon struck the country. The military responded immediately for life saving operations; consequently operations in the conflict area against the militants were curtailed to a minimum, resulting in a relatively quiet period during August and September 2010. Militant operations such as attacks on NATO convoys, kidnappings for ransom and assassinations of important local personalities continued in different parts of the country. This caused complications in ongoing flood operations, including Punjab province where local authorities have insisted on sending armed escorts with field relief teams.



**An International Federation staff checking the conditions of the food and non-food items in a flooded Pakistan Red Crescent Society warehouse in Nowshera in KPK during the recent monsoon flash floods. Photo: Majda Shabbir/International Federation.**

The total budget for 2011 is CHF 3,078,879.

[<Go directly to attached budget summary>](#)

## Country context

Pakistan is geographically and topographically diverse, bordering India in the East; Iran and Afghanistan in the west and China in the north. Its climate is dramatically different ranging from arctic temperatures in the north through hot dry desert southwards merging into humid tropical weather on the coast of the Arabian Sea.

The country frequently experiences large-scale natural disasters such as earthquakes, landslides, drought, cyclones, and flooding throughout the year. These, coupled with unsustainable environmental practices and limited natural fresh water resources, constitute tremendous challenges for humanitarian assistance. Earthquakes have been frequent in recent times, such as the 2005 earthquake which affected the Khyber Pakhtunkhwa (KPK)<sup>2</sup> and Azad Jammu and Kashmir (AJK) provinces, and the 2008 series of earthquakes in Baluchistan.

During July to September with the onset of the southwest monsoon in the South Asia region, flooding is rampant and often punctuated with flash floods in the northern and hilly parts of the country, causing landslides and erosions. The country's coast is also highly vulnerable to cyclones as is seen by the 2007 Cyclone Yemyin which killed some 450 people and affected 2.5 million in Sindh and Baluchistan, and 2010's Cyclone Phet which also struck Sindh, albeit on a smaller scale, forcing the evacuation of some 7,000 people to safer areas. Also in 2010, the area of Hunza in the northern Gilgit Baltistan province experienced a series of landslides which dammed an arterial river and caused flooding, displacing some 27,000 people.

Pakistan is also diverse in ethnicity, language, religion and culture. These factors, together with a complex political condition, have constituted a volatile security situation throughout the country over recent years, largely in the KPK and Federally Administered Tribal Areas (FATA) in the northern part of the country. In 2009, military operations and civil unrest displaced some 2.5 million people in these provinces, though to date, small pockets of people have begun moving back to their places of origin.

Facts and Figures	
Life expectancy	Men: 63.51 years; Women: 67.11 years (Source: CIA-World Factbook)
Adult literacy rate	Overall: 55 % (Source: UNICEF, 2003-2008)
Infant mortality rate	67.36 deaths per 1,000 live births (Source: CIA-World Factbook)
Child under 5 mortality rate	89/1,000 (Source: UNICEF 2008)
Maternal mortality rate	276 per 100,000 live births (Source: WHO 2007*)
Neonatal mortality rate	53 (Source: UNICEF 2008)
GNI per capita on PPP	USD 2,410 (Source: World Health Statistics 2008)
GDP per capita average annual growth rate (%)	1.7 (Source: UNICEF 1990-2008)
Population using improved drinking water sources	90% (Source: UNICEF 2006)

Communities are largely rural and scattered across the country. The total expenditure on health from the gross domestic product is less than 2 per cent, and health services are mainly provided by the private sector. The health indicators are very poor and high-risk diseases include water-borne diseases such as bacterial diarrhoea, pneumonia, acute respiratory infections, hepatitis A and E, and vector-borne diseases such as malaria and dengue fever. With the current monsoon flood, other health issues have to be taken into consideration, such as water-borne diseases, malaria, skin infections and acute watery diarrhoea, among others.

## National Society priorities and current work with partners

Since the 2005 earthquake operation, PRCS has grown immensely and acquired new capacities. These capacities include expertise in water and sanitation, psychosocial support and livelihoods. However, since the 2005 earthquake, PRCS has also been involved in six other operations: Cyclone Yemyin/floods, the earthquake

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<sup>2</sup> Formerly the North West Frontier province

in Baluchistan, internally displaced persons (IDPs), Cyclone Phet, Hunza floods and landslides, and the current monsoon flash floods. The last three operations took place in 2010.

Both the 2005 earthquake and Cyclone Yemyin/flood operations will be extended to 30 June 2011 and 31 December 2011 respectively. A transition plan for the earthquake operation has been developed. This plan will enable the IFRC country office to move from a big emergency operation towards long-term support to PRCS. The current flood operation also aims at including more long-term programming once the recovery phase is well underway.

Though most of the activities in the earthquake emergency operation will be ending in June 2011, sustainable development activities in the earthquake-affected areas will continue through the national society after that date. Based upon the lessons learnt from emergency operations, the main focus of the national society in 2011 is a "community based approach". The programmes will employ a comprehensive and "integrated service delivery approach" to programme management for more realistic and sustainable interventions. This is in line with an "Integrated Programming Approach" initiative implemented in South Asia.

All activities under disaster management are in line with the IFRC's 2009-2011 Secretariat disaster management operational strategy and global disaster management strategy for 2007-2012. The health and care plan is in line with the IFRC's 'global health and care strategy 2006-2010'. The organizational development programme is based on the capacity building framework and the following policies on youth, volunteers, gender and fundraising.

Since the start of the earthquake operation in 2005, numerous partner national societies have come to Pakistan in support of PRCS in catering to the earthquake-affected communities. As of September 2010, there are a total of five partner national societies present in-country. The details of their projects are as follows:

Partner national society	Project/activity	Planned project length (provisional)
American Red Cross	Capacity building in disaster management; mother and child health; HIV stigma reduction; capacity building of PRCS Mansehra branch; saving lives through image building.	Last project to end by Dec 2010
Canadian Red Cross	Community based disaster risk reduction (one component under this project to be implemented in partnership with Danish RC); health and care; organizational development of the PRCS Batagram branch; reconstruction of three basic health units.	June 2012
Danish Red Cross	Community based disaster risk reduction (one component under this project to be implemented in partnership with Canadian Red Cross); community based health development project	Dec 2011
German Red Cross	DM/DP/OD; basic health project; support to PRCS blood services; reconstruction of a rural health centre; construction of PRCS NWFP warehouse.	Last project to end by Dec 2012
Turkish Red Crescent	Disaster management, training, psycho social support programme.	March 2014

## Secretariat supported programmes in 2011

The Pakistan Red Crescent Society (PRCS) saw significant progress in many ways from 2005 to 2010, based on ongoing experience and improvement in capacity, especially stemming from the 2005 earthquake operations. The country support plan for 2011 is thus developed with the view of enhancing the capacities of the national society, and programmes designed build upon lessons learnt from the previous years.

### Disaster management

#### a) The purpose and components of the programme

Programme purpose
Save lives, protect livelihoods, and strengthen recovery from disasters and crises.

During the initial emergency phase of the 2010 floods operation currently ongoing, PRCS and IFRC distributed a vast quantity of relief items. With the appeal target of reaching 130,000 families, PRCS and IFRC are among the largest relief distributors outside the government's undertaking.

All assessments carried out in the communities are multi-sectoral. Although the disaster management programme works closely with the health and organizational development programmes to reach the most vulnerable, more integration between programmes is required to achieve fully integrated service delivery nationwide.

Keeping in view the scale and frequency of disasters in the country, the disaster management programme under this 2011 plan will focus on community and organizational preparedness in 2011. Such an approach will help encourage the sustainability of efforts by the national society over a longer period of time.

Under community preparedness, special attention is being given towards *building safer communities*. The community-based disaster preparedness and response systems will be enhanced through disaster management cells (DM cells) and district branches, vulnerability and capacity assessments, and mitigation projects. The formation and development of community-based organizations trained in disaster risk reduction will ensure participation of communities. Working along with these organizations and coupled with a mix of science and indigenous knowledge, early warning systems will also be developed in the same communities.

A lesson already learnt from the ongoing floods operation is the importance of the organizational preparedness for disasters. The organizational preparedness and development component will review and strengthen the national disaster preparedness mechanism of PRCS based on the lessons learnt and capacities acquired in the present emergency and recovery operations.

Focus will be on training more PRCS personnel in disaster response; and strengthening the national society's disaster management infrastructure. It also covers the replenishment of disaster preparedness stocks and maintenance of ten disaster management cells at district level. An important aspect of this component is to update the disaster preparedness and response plans. In order to ensure effective and timely response, simulation exercises have been made an integral part of this plan in coordination with the organizational development and the health and care programme.

Under this disaster management programme, the estimated number of people to be reached is 50,000 (which includes 21,000 reached directly and 29,000, indirectly). The people reached will be selected from vulnerable communities maintaining a focus on women, children, the elderly, minority and disabled groups, aiming for equity among those served.

The disaster management programme budget for 2011 is CHF 850,773.

<b>Programme component 1: Organizational preparedness</b>
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<b>Outcome:</b> PRCS has enhanced ability to plan, maintain, promote and respond to disasters.
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Key activities under this programme component include:

- Holding a post-flood operation *Lessons Learnt and Good Practices* workshop in February 2011 once the relief phase of flood operation is over.
- Reviewing and updating disaster preparedness and disaster response contingency plans at national and provincial level; and following up with simulation exercises.
- Maintaining disaster management cells and disaster preparedness stock in each province (ten in total).
- Conducting training programmes for disaster assessment, response and logistics at national, and branch levels.
- Conducting a programme socialization workshop for field implementers at national level.

<b>Programme component 2: Community preparedness</b>
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<b>Outcome:</b> To build and strengthen the resilience of individuals and communities to reduce their vulnerability in emergencies and disasters.
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Key activities include:

- The formation and development of community-based organizations at community level to implement community-based disaster risk reduction (CBDRR) programmes.
- The planning and implementation of community-based disaster risk reduction plans with community awareness campaigns and small-scale mitigation projects based on vulnerability and capacity assessments in communities.

- Training 200 community-based health and first aid (CBHFA) volunteers in ten communities, and providing first aid kits to trained volunteers. This training is in conjunction with the health programme.
- Establishing community-based early warning systems in five communities.

### Programme component 3: Logistics systems strengthened

**Outcome:** PRCS logistics systems are strengthened through increased warehousing, transportation capacity and enhanced procurement system.

Key activities include:

- Increasing PRCS warehousing capacity at all levels.
- Good maintenance of prepositioned disaster preparedness stocks.
- Improving and streamlining of standard procurement procedures.
- Putting an improved logistics support system in place.

### b) Potential risks and challenges

Some critical risks and challenges with possible risk management strategies are as follow:

Critical challenges/risk	Risk management strategies
1. Disaster damage to programme assets	Ensure staff and resources are housed in disaster-resilient constructions
2. Political unrest	Monitor political situation. Arrange for secondary “alternative” activities to mitigate programme “down-time” (flexible work plan)
3. Security situation	Ensure staff members are aware of IFRC security procedures. All other mitigation activities as with “political unrest.”
4. Poor performance of mitigation activities in the event of a disaster	Design of structural mitigation activities is conducted by trained and reliable professionals
5. Failure to engender ownership of programme from relevant branch	Participatory management and implementation. Capacity building of branch staff to generate enthusiasm and operational mechanism.
6. Financial exposure	IFRC country plan 2011 for Pakistan receives a good response and thus allows the allocation and dispersal of required funds as needed.
7. Delay in approval	Ensure completion of designated tasks by designated dates. Get consultation with branches to ensure smooth programme activation
9. Communities fail to respond positively to activities outlined	Ensure participatory approach from first contact with communities and incorporate ideas/needs expressed, wherever possible within the programme scope
10. Reduction in activities due to staff retention issues	Ensure contracts/responsibilities and lines of authority are clearly defined and accepted by incoming staff. Issue new contracts to existing staff where roles and responsibilities have been changed significantly
11. Mitigation activities affecting environment	Design mitigation activities with minimal environmental/social impact.

## Health and care

### a) The purpose and components of the programme

Programme purpose
Enable healthy and safe living

All the health components are in line with global health strategies, guidelines and initiatives. This programme seeks to contribute towards the Strategy 2020, to reduce the number of deaths, illnesses and impact from diseases and public health emergencies. During the earthquake and subsequent emergency operations, the national society has been able to acquire expertise in emergency health. One lesson already learnt from the floods operation is the effectiveness of the mobile health clinics and their acceptance by the communities, through community-based health and first aid activities.

The health and care programme focuses on community-based health and first aid, maternal and child health care, emergency health, HIV, and water and sanitation.

The health and care programme budget for 2011 is CHF 1,107,021.

<b>Programme component 1: Maternal, new born and child health</b>
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<b>Outcome:</b> Improved access of the most vulnerable, especially women and children, to primary health care services in line with the PRCS' auxiliary role towards the Government of Pakistan.
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The 18 PRCS health centres supported by IFRC provide primary health care, which includes provision of curative services, health education, antenatal/postnatal care, immunization and information about public health emergencies. As of August 2010, up to 1,507,340 patients had received both preventive and curative health care through PRCS health centres.

The following activities will be carried out to support this programme:

- Implementation of integrated primary health care services in all PRCS health facilities, including ante- and post-natal care, curative care, extended programme immunization (EPI), growth monitoring, family planning, health promotion, and psychosocial support in emergency situations.
- Standardization of quality services across all PRCS primary health care centres.
- Improvement in the capacity to provide quality primary health care services to vulnerable communities.
- Development and integration of the PRCS health information system in line with the national system.
- Increased medical warehousing management capacity such as enhanced support systems and training at all levels.

<b>Programme component 2: HIV</b>
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<b>Outcome:</b> Contribute towards the national efforts in reducing the burden of HIV through community-based prevention, care, stigma reduction and support with special focus on some high risk groups.
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The PRCS HIV/AIDS initiative began in 2004, with the establishment of a voluntary counselling and confidential testing (VCCT) centre in Lahore. Recently, the major focus has been on youth peer education, and on activities to reduce stigma and discrimination; on awareness sessions, and school-based blood safety education programmes. A recent evaluation of this programme has shown good progress, and identified the need to focus on the population more at-risk. Other key activities include:

- Carrying out youth peer education (YPE) and EC campaigns to reduce stigma and discrimination, changing and clarifying misconceptions at various levels; and promoting the rights of people living with HIV (PLHIV)
- Identifying and encouraging high profile 'ambassadors' to elevate awareness among the general public in order to reduce stigma and discrimination against PLHIV
- Expanding HIV social support to PLHIV and their families to improve their quality of life.
- Including PLHIV in a meaningful manner in programme planning and implementation.

<b>Programme component 3: Community-based health and first aid (CBHFA)</b>
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<b>Outcome:</b> The health seeking behaviour of the community is improved.
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The *CBHFA in action* approach aims to bring health promotion, injury prevention, disaster preparedness, response, and risk reduction into an integrated and comprehensive community-based programme. CBHFA is not a training programme but the actual involvement of community in programming at grass roots level which works towards:

- Organizing vulnerable communities through establishing community health committees (CHC) to work in close collaboration with the National Programme for Family Planning and Primary Health Care in five districts of intervention.
- Training 200 CBHFA volunteers from the same communities in the area of health promotion, injury prevention, and disaster preparedness and response.
- Facilitating small-scale community interventions in five districts, using an integrated approach with other programme components.
- Establishing and implementing a monitoring and evaluation framework.

<b>Programme component 4: Emergency health</b>
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<b>Outcome:</b> Affected persons in disasters have access to emergency health services.
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The public health in emergencies programme component will seek to enhance the capacity of PRCS in emergency response during disasters. This will take place by supporting the emergency health department, and capacity building in public health in emergencies as well as the response capacity of the national society, responding to health needs of displaced populations, avian influenza and H1N1.

Emergency health services to disaster-affected persons will be adequately and promptly provided through:

- Capacity building in emergency health, especially assessments and use of specialized tools.
- *Lessons learnt* exercises for emergency health response in floods.
- Simulation exercises with disaster management programme counterparts.

## b) Potential risks and challenges

- With the evolution of new diseases and threat of pandemics, PRCS needs to shift some of its focus from natural disasters towards developing contingency plans, strategies and capacity to counter the possible devastating effects of epidemics and pandemics.
- As auxiliary to the government of Pakistan, PRCS will need to enhance its coordination mechanism with the ministry of health and other partners such as World Health Organization (WHO), local and international non-governmental organizations.
- Mother and child health, immunization, polio eradication, tuberculosis control and prevention of other communicable diseases are areas of significant importance, where PRCS can effectively coordinate with government and other partners for joint ventures.

## Organizational development/capacity building

### a) The purpose and components of the programme

<b>Programme purpose</b>
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Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability
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Organizational development is a key focus of PRCS with priorities including branch development (a total of 89 branches), implementation of organizational systems, structures and procedures, and capacity building of the national society in planning, monitoring, evaluation and reporting, communications and financial management activities. The organizational development programme will also focus on establishing a sustainable resource mobilization and fundraising strategy.

In 2011, the main focus of PRCS, with collaboration and support from IFRC, will be on the recovery/rehabilitation of flood-affected areas. General organizational development activities, especially related to the 2010-2015 PRCS Strategic Plan will continue, as well as specific organizational development activities related to the present flood situation.

Organizational development is a cross-cutting programme wherein capacity building is an important aspect under disaster management, health and care, and the promotion of humanitarian values. The establishment of new disaster management cells and health centres is also a part of organizational development. The human resource and youth policies developed under organizational development cover all of PRCS's programmes.

The organizational development programme will support PRCS in recruiting, mobilizing, developing, managing and retaining volunteers. The volunteer database will be maintained and attention given to involve volunteers

from vulnerable communities. Under this programme component, coordination with other programmes such as health and care, and disaster management will also be carried out, and training sessions in disaster management, first aid, community-based health and first aid, and water and sanitation will be conducted in order to establish a base of skilled volunteers. A youth corps with organized structures, capable of responding to and participating in PRCS activities, will be developed.

The organizational development/capacity building programme budget for 2011 is CHF 1,067,856.

**Programme component 1: Support to the National Society organizational development process**

**Outcome:** PRCS governance, management and programming are improved to enable better service delivery

**Key activities:**

- Finalization of the PRCS Constitution and orientation sessions.
- Strengthening of existing branches and selection criteria of staff.
- Design of a human resource plan by a consultant, which includes recruitment of an organizational development department, including an assistant deputy director
- Branch development plans in place for strengthening branches at provincial and district level.
- Necessary systems and procedures at national, provincial and district level.
- Job descriptions, performance appraisal and promotion mechanisms are in place.
- Unified financial systems and procedures.
- Training of PRCS national headquarters, provincial and district staff on financial systems and procedures, budgeting and reporting.
- Two planning, monitoring, evaluation and reporting (PMER) training sessions for PRCS national and provincial staff.

**Programme component 2: National Society fundraising**

**Outcome:** PRCS funding base has become more diversified and sustainable.

**Key activities:**

- A fundraising policy developed and local fundraising events are held.
- The SMS donation mechanism is upgraded.
- Proposals responding to the bids of international donor agencies.
- A documentary of PRCS flood operations to help raise funding.
- Corporate presentations.
- Brochures, flyers, car stickers with PRCS logos, including key messages.

**Programme component 3: Volunteer development**

**Outcome:** A strong and committed volunteer corps is in place, capable of responding and participating in all PRCS programmes and activities.

**Key activities:**

- Maintenance and upgrade of volunteer database.
- Training of volunteers at community level through core programmes.
- Three-day orientation, induction sessions/training sessions for volunteers at all branches.
- Launching of the International Year of Volunteers; and activities including appointing a PRCS youth and volunteer ambassador.
- Up to 14 volunteer conventions at district level.
- Coordination meetings at provincial levels.
- Two national youth and volunteer coordination meetings which includes youth at national, provincial and district levels.
- International exchange and conference visits for four staff and volunteers.

**Programme component 4: Youth development**

**Outcome:** Youth corps with an organized structure is in place and is capable of responding and participating in all PRCS programmes and activities.

**Key activities:**

- Mobilization and formation of 238 Junior Red Crescent clubs in schools targeting age 10-15 years.
- Mobilization and formation of 217 Youth Red Crescent clubs in colleges and universities targeting age 15-25 years.
- International Youth Day and Red Cross Red Crescent day is celebrated at all branches.
- A national youth camp at national headquarters, and six youth camps at provincial level are held.
- Exposure visits between provinces to promote understanding and learning are carried out.
- The induction of a reward system for volunteers (Educational Scholarship Programme).
- Seven youth as agents of behavioural change (YABC) trainings at provincial levels.
- Printing of information, education and communication (IEC) materials.
- Volunteer recognition of service at district level.
- Regional/international youth camp.

**b) Potential risks and challenges**

A continued focus on organizational development can become a challenge for the national society with the ever-changing operational environment. The organizational development activities in the past have been disrupted due to frequent disasters. Organizational development has been identified as one of the priority areas by the national society and PRCS plans to continue work under this programme during any emergencies, such as the present ongoing floods operation.

Motivation of the volunteers and youth and their commitment towards the PRCS programmes requires ongoing work in order to ensure longer-term retention of trained youth and volunteers. The PRCS's volunteer policy aims to address the retention issue by introducing various incentives for the volunteers.

The dynamic situation in the country poses a challenge for communications as the humanitarian crisis deepens and Pakistan continues to garner the world's attention with media headlines. Most media prefer stories straight from the field rather than from other sources. The presence of several humanitarian players provides tight competition for media space. Most of these international humanitarian organizations have better organized communications networks with a number of communication staff deployed in the field.

**Finance development**

PRCS will be supported by IFRC to improve its financial management through the installation of integrated accounting software at national headquarters and provincial branch levels; the updating of the financial manual; by organizing both formal and on-the-job training; and strengthening internal control mechanisms. IFRC also needs to support PRCS to increase capacity of integration and coordination among the areas of finance and programmes; among budget holders and branches for effective and timely financial management reporting of project funds and audit reports; and build a sustainable financial status and prospects for managing its core costs.

**Programme component 5: National society finance development**

**Outcome:** To strengthen the capacity of PRCS in financial management and reporting at national headquarters and provincial branch levels.

**Key activities:**

- Expedite the implementation of the accounting software at national headquarters and subsequently at the provincial branches.
- Facilitate data entry for 2011 and its reporting.
- Review the current finance manual and develop a more comprehensive version.
- Review the current finance structure at national headquarters and provincial branch levels; and recommend changes, where necessary.
- Develop training material to improve the timeliness of financial management and reporting.
- Organize training for finance and programme managers at the national headquarters and provincial branch levels.
- Facilitate internal and external audits at national headquarters and provincial branch levels.
- Facilitate monthly finance review meeting at all levels.

- Review the overall PRCS human resource structure through organizational development activities to build PRCS capacity and ensure a sustainable structure for the future.

## b) Potential risks and challenges

There could be some risk involved which results the delay of implementation or discontinuation of the new system. The possible risk factors are:

- Lack of technical support from the accounting software provider.
- Lack of proper computer management including back-ups.
- Lack of skill of finance staff.
- Turnover of finance staff.
- Slow progress of data entry and overall implementation.
- Lack of willingness and commitment from the senior management, etc.

## Principles and values

### a) The purpose and components of the programme

<b>Programme purpose</b>
Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

Principles and values cut across all programme areas and are promoted under the health and care, disaster management and organizational development programmes. The Red Cross Red Crescent Fundamental Principles and humanitarian values as well as the promotion of gender sensitivity and anti-discrimination are to be disseminated to various PRCS, IFRC and partner national society programme staff.

The dissemination of the Fundamental Principles, humanitarian values and gender sensitization is to be carried out among the communities in coordination with health care and disaster management programmes. For instance, in recent years, the disaster management programme has modules on Sphere standards and the code of conduct in various training sessions such as the national disaster response team (NDRT), branch disaster response team (BDRT), district disaster response team (DDRT), youth camps and volunteer induction sessions.

The health programme also conducts sessions on Sphere standards and has modules on anti-stigma regarding HIV. These training sessions have helped the programme staff members strengthen programme implementation in terms of issues related to gender sensitivity, diversity, respect for human dignity and reducing intolerance, discrimination and social exclusion.

The principles and values programme budget for 2011 is CHF 53,229.

<b>Programme component 1: Promotion of Fundamental Principles, humanitarian values and gender sensitivity</b>
<b>Objective:</b> Enhanced internal understanding of the Fundamental Principles and humanitarian values including gender sensitivity.

#### Key activities:

- Training of trainers at national level for 20 youth and volunteer focal persons from the branches.
- Training on Fundamental Principles and humanitarian values for the provincial staff (five training sessions with 20 participants per training).
- National-level training of national programme managers and provincial programme officers on gender sensitization, discrimination and violence.

<b>Programme component 2: Integration of the Fundamental Principles, humanitarian values and gender sensitivity in PRCS core programmes and the 2010 monsoon floods operation</b>
<b>Objective:</b> Targeted/affected community members are aware of the Fundamental Principles and humanitarian values including gender sensitivity, violence, and anti-discrimination.

**Key activities:**

- Inclusion of the global modules (from Principles to Action) on the Red Cross Red Crescent code of conduct, Sphere standards, Fundamental Principles and humanitarian values into the disaster management, health and care, organizational development, and youth and volunteer training sessions.
- Training of provincial programme officers, national programme managers and volunteers (totalling 30) in gender and discrimination issues to enable them to make a gender analysis of the programmes and mainstream gender sensitivity and anti-discrimination in the programmes (including a gender-balanced human resource and volunteer base).
- To have a gender focal person at the PRCS national headquarters.

**b) Potential risks and challenges**

Implementation of the humanitarian values programme can be a challenge in emergency situations. For example, during the initial emergency phase of the monsoon floods disaster, it was a challenge to access the staff in branches. Further, due to the high demand of gender focal persons by the national society and IFRC to integrate gender perspective in the programmes, plans and projects, another gender assistant may be required for this year.

Success of the programme needs to be articulated which requires innovative measurements through assessing the plan of action and reports by the programme staff, which will identify if gender sensitivity is reflected. Further a knowledge, attitudes and practice (KAP) study will be carried out with staff to selected communities in order to gauge their level of understanding of humanitarian values, the Fundamental Principles and gender sensitivity. Also, due to ongoing security issues and cultural sensitivity in some areas, it may not be possible to access all the communities.

## Role of the secretariat

**a) Technical programme support**

As of September 2010, IFRC is represented in Pakistan by 62 international staff and 61 national staff; with the country office in Islamabad comprising six international and 74 national staff. The base in Mansehra for the 2005 earthquake operation is currently in operation under IFRC but is scheduled for handover to PRCS by June 2011 when the bulk of the operation is completed. Presently, three new offices have been set up in Mardan (KPK), Multan (Punjab) and Sukkur (Sindh) to support the ongoing floods operation. Provincial offices are also being set up in Karachi and Lahore, with a third one in Peshawar, pending security clearance. Bases for the emergency response units are also set up in Larkana, Khairpur and Dadu (Sindh)

Technical support for annual programming is forthcoming from the IFRC's Asia Pacific zone office in Kuala Lumpur and the South Asia regional office in Delhi. The present surge of international staff into the country is built around the current floods operation for technical support and strategic planning. Up to 15 field assessment and coordination team (FACT) and regional disaster response team (RDRT) members have been in-country on a rotational basis to assist the national society at the outset of the floods operation. IFRC support has also been continuous with:

- Surge capacity support from the Asia Pacific zone office in administration, communications, disaster management, procurement, reporting, shelter and water and sanitation;
- Up to ten emergency response units for logistics, relief, water and sanitation and basic health care who are in the field;
- A transitional planning assistance team in strategic planning for early recovery who have made field visits and drafted a plan for recovery which feeds into the floods operation plan of action; and
- An operations team dedicated to the floods operation itself who coordinate and assist the national society directly in the implementation of activities.

The country office continues to work together with the flood operations teams, and provide support to the operation, with the view that capacities gained from this operation will be reabsorbed into the country office's annual programming and built upon to further strengthen the national society.

The present 2005 earthquake operations are expected to close by the end of June 2011, as several projects to which IFRC has already committed will only be completed in the coming year.

Alongside the ongoing emergency operations, the country office will continue to work on annual programme development in line with the strategic development plan of PRCS, and integrate its activities where possible with

those relevant in the operation as well. A partnership meeting to be held in December will also discuss the strategic plan.

### **b) Partnership development and coordination**

As a membership organization, IFRC will play a pivotal role in the coordination and cooperation of different Movement partners present in the country. As of September 2010, a total of eight partner national societies have offices in Pakistan. Coordination will help the Movement partners in aligning and striving for the common goals, hence, vulnerable communities being served in a better manner. A tripartite memorandum of understanding between PRCS, IFRC and ICRC will ensure that the Movement partners will work together for the flood operation well into 2011. There are regular exchanges of security information between IFRC and ICRC. This is done to ensure all operational areas are well-secured and staff members are accounted for.

In 2011, IFRC will support the national society in developing operational alliances. In addition to working on developing a cooperation agreement strategy for better coordination with its partners and implementation of the programmes in a more effective and efficient manner, PRCS will also work closely with IFRC, ICRC and in-country partner national societies to ensure all activities related to the 2010 monsoon floods operation will be implemented.

As of August 2010, the IFRC has service agreements with Austrian Red Cross, Canadian Red Cross, Danish Red Cross and Qatar Red Crescent societies, and has a security memorandum of understanding with American Red Cross and German Red Cross.

Each programme has developed its own coordinating mechanism. Health technical committee meetings are held every two months. Quarterly disaster management working group meetings are being organized since early 2008. The organizational development working group was established in the fourth quarter of 2008. These platforms will continue functioning through 2011 to further strengthen cooperation.

### **c) Representation and advocacy**

The work of IFRC and PRCS in the 2005 earthquake operation followed by the July/August 2010 monsoon flood operations has positively impacted the image of both entities as credible and effective humanitarian organizations.

In 2011, the IFRC Pakistan country office will seek to sustain this view through its support and provision of advice to PRCS in ways that it can increase its growing reputation through representation and advocacy, as well humanitarian diplomacy.

The IFRC head and deputy head of country office will continue to represent IFRC and attend monthly humanitarian country team meetings which involves the main humanitarian actors working across the country, as well as UN cluster meetings.

Humanitarian diplomacy will involve persuading decision-makers and opinion leaders in Pakistan to act in the interests of vulnerable people with whom PRCS engage, and with full respect for humanitarian principles. Further, IFRC will also extend its own humanitarian diplomacy work. The country office's organizational development delegate will extend his work to cover humanitarian diplomacy for both IFRC as well as in advising and supporting PRCS.

Key focus will be placed in relationship building, using an evidence-based approach to support key positions, and negotiation. This will assist IFRC and PRCS to build their humanitarian diplomacy from a position of strength and work collaboratively with key government, internal governmental and civil society agencies. Activities with government ministers and agencies, and embassies will be prioritized. IFRC's international disaster response laws, rules and principles (IDRL) programme in Pakistan will also be developed.

### **d) Other areas**

IFRC will continue to work with PRCS to improve financial systems, procedures and capacity. Support from the South Asia regional office finance development delegate will be requested in this regard. Continued support from the Asia Pacific zone office will be required in terms of human resources for delegate recruitment and support.

## Promoting gender equity and diversity

Gender is a cross-cutting issue and is being addressed in innovative ways across all IFRC/PRCS programmes.

Programmes seek to develop gender sensitivity and improve gender equity. The role of the IFRC/PRCS head of gender is to facilitate gender mainstreaming across IFRC/PRCS programmes. Gender analysis is included in assessments so that the needs of women and girls in affected communities and other vulnerable groups are taken into account while designing an operation. The youth policy addresses the inclusion of gender equity in the volunteer base. Further, gender sensitization sessions for volunteers will be incorporated in the training modules. All programmes aim to ensure gender balance and diversity in recruitment of their staff and volunteers.

Women and children are the main target population in the health programme. In order to reach these vulnerable groups and be culturally acceptable, PRCS with the support of the IFRC recruits women staff in its health teams. Training on gender sensitive planning and budgeting will also be conducted. Use of gender sensitization in programmes has made the national society more acceptable by vulnerable communities throughout the country. This will continue in 2011.

## Quality, accountability and learning

All IFRC programmes are designed taking into account a quality assurance and *lessons learned* approach.

The IFRC monitoring and reporting officer records and assess data received from IFRC and PRCS programme staff. From this, programme coordinators reflect on outcomes. Evidence-based recommendations are made to refine programmes. This keeps in view the lessons learnt from the recent emergency operations. In 2011, a reporting delegate will be added due to the increased reporting requirements stemming from the monsoon flood operations. In particular, a revision of information management systems will be a focus of this delegate's work.

In terms of financial accountability, the country office is operating in accordance with IFRC's standards and procedures. In 2011, the role of the financial development delegate will be to improve the office's financial management through installing integrated accounting software at PRCS national headquarters and provincial branch levels, as well as updating the financial manual, and organizing relevant training.

How we work	
<p>IFRC's vision is to: Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>IFRC's work is guided by <a href="#">Strategy 2020</a> which puts forward three strategic aims:</p> <ol style="list-style-type: none"> <li>1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.</li> <li>2. Enable healthy and safe living.</li> <li>3. Promote social inclusion and a culture of non-violence and peace.</li> </ol>
Contact information	
<p>For further information specifically related to this plan, please contact:</p> <p>In Pakistan:</p> <ul style="list-style-type: none"> <li>• Pakistan Red Crescent Society: Ilyas Khan, secretary general: phone +92 333 511 4223; email: <a href="mailto:sec.general@prcs.org.pk">sec.general@prcs.org.pk</a>.</li> <li>• Federation country office: Pepe Salmela, head of country office, phone: +92 308 888 8054; email: <a href="mailto:pepe.salmela@ifrc.org">pepe.salmela@ifrc.org</a>.</li> <li>• Younos Karim, programme/Movement coordinator, phone: + 92 300 555 4503; email: <a href="mailto:yunos.karim@ifrc.org">yunos.karim@ifrc.org</a>.</li> </ul> <p>Federation South Asia office in Delhi:</p> <ul style="list-style-type: none"> <li>• Azmat Ulla, head of regional office; phone: +91.11.2411.1125; fax: +91.11.2411.1128; email: <a href="mailto:azmat.ulla@ifrc.org">azmat.ulla@ifrc.org</a></li> <li>• Michael Higginson, regional programme coordinator; phone: +91.11.2411.1122; email: <a href="mailto:michael.higginson@ifrc.org">michael.higginson@ifrc.org</a></li> </ul> <p>Federation Asia Pacific zone office in Kuala Lumpur:</p> <ul style="list-style-type: none"> <li>• Jagan Chapagain, head of operations; phone: +603 9207 5702;</li> </ul>	

email: [jagan.chapagain@ifrc.org](mailto:jagan.chapagain@ifrc.org)

- Alan Bradbury, head of resource mobilization and PMER; phone: +603 9207 5775;  
email: [alan.bradbury@ifrc.org](mailto:alan.bradbury@ifrc.org)

Please send all funding pledges to: [zonerm.asiapacific@ifrc.org](mailto:zonerm.asiapacific@ifrc.org)

**[<budget and map below; click here to return title page>](#)**

## MAAPK002 - Pakistan

### Budget 2011

#### Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies		315,020				315,020
Land, vehicles & equipment	1,667	1,667	1,667			5,001
Transport & Storage	29,033	29,033	29,033			87,099
Personnel	195,696	316,284	257,256	14,980		784,216
Workshops & Training	286,000	271,000	202,338	35,000		794,338
General Expenditure	286,452	106,452	512,388		-6,624	898,668
Depreciation					6,624	6,624
Contributions & Transfers						
Programme Support	51,925	67,565	65,174	3,249		187,913
Services						
Contingency						
<b>Total Budget 2011</b>	<b>850,773</b>	<b>1,107,021</b>	<b>1,067,856</b>	<b>53,229</b>	<b>0</b>	<b>3,078,879</b>



The maps used do not imply the expression of any opinion on the part of the International Federation of the Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.

Map data sources: ESRI, DEVINFO, GRUMP, Federation