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# Final Report

## Pakistan: Severe winter

 International Federation  
of Red Cross and Red Crescent Societies

|  |   |
|--|---|
| <b>DREF operation</b>  | <b>Operation n° MDRPK018</b>                                    |
| <b>Date of Issue:</b> 30 November 2020   | <b>Glide number n°</b> <a href="#">CW-2020-00027-PAK</a>        |
| <b>Operation start date:</b> 5 February 2020   | <b>Operation end date:</b> 31 August 2020                       |
| <b>Host National Society:</b> Pakistan Red Crescent Society (PRCS)   | <b>Operation budget:</b> CHF 315,292                            |
| <b>Number of people affected:</b> 800,000  | <b>Number of people assisted:</b> 6,291 people (967 households) |
| <b>Red Cross Red Crescent Movement partners currently actively involved in the operation:</b>  |   |
| The International Federation of Red Cross and Red Crescent Societies (IFRC) and International Committee of the Red Cross (ICRC) were actively involved in supporting Pakistan Red Crescent Society's (PRCS) response for severe snowfall in Azad Jammu and Kashmir (AJK) and Balochistan.  |   |
| <b>Other partner organizations involved in the operation:</b>  |   |
| State Disaster Management Authority (SDMA), National Disaster Management Authority (NDMA) and District Disaster Management Unit (DDMU) were the Government authorities actively responding to the disaster. They established field offices to coordinate response efforts on ground. SDMA also deployed ambulances, rescue vehicles and rescuers in the affected areas for clearing snow, restoration of roads, infrastructure, and medical assistance to the injured. |   |

## A. SITUATION ANALYSIS

### Description of the disaster

In January 2020, several parts of Pakistan were hit by heavy rains and snow fall which resulted in flash floods, avalanches, and landslides in certain areas of AJK and Balochistan. According to the National Disaster Management Authority (NDMA) situation report published on 23 January 2020<sup>1</sup>, at least 107 people died because of the severe weather conditions. Among them, 21 fatalities were in Balochistan, five in Khyber Pakhtunkhwa (KP), two in Gilgit Baltistan (GB) and 79 in AJK. As a result, Balochistan provincial government declared a state of emergency in 11 districts and requested NDMA to allow humanitarian organizations to support Provincial Disaster Management Authority (PDMA) in reaching out to the people in need. Furthermore, the AJK government also declared Neelum, Leepa and Bhadi as disaster hit areas, nominating a Relief Commissioner to manage the relief activities in these areas.

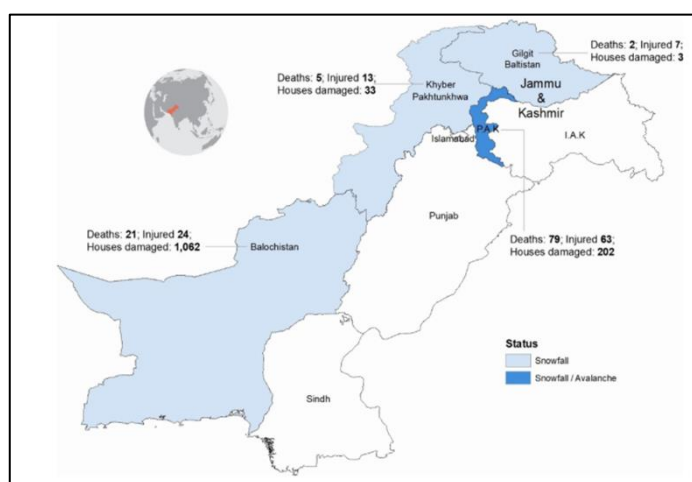


Figure 1. Province wise injuries, deaths and houses damaged (Source: UNOCHA)

BBC news reported that the snowfall in these areas reached historic levels for both Kashmir and Balochistan. Ziarat, Harnoi, Kan Mehtarzai, Muslim Bagh, Khanozai and Khojak Pass in Balochistan were blanketed in snow. The highways between Quetta-Sibi, Quetta-Karachi and Quetta-Zhob were also blocked. Meanwhile, the United Nations Office for the

<sup>1</sup> <http://www.ndma.gov.pk/sitreppia/january/Situationreport9dated23Jan2020.pdf>

Coordination of Humanitarian Affairs (UNOCHA) reported that around 1 million people had been affected by the cold wave (around 140,000 families)<sup>2</sup>.

In Kharan, Panjgor and Gwadar districts Balochistan, heavy rains were reported which resulted in flash-flooding in different areas of mentioned districts. In total, 56mm rainfall was recorded in Turbat, 40mm in Pasni and 26mm in Pishin.

In Kashmir, the worst affected district was Neelum (extreme north district of AJK) due to heavy snowfall, rain and avalanche created havoc, whereby 79 people died, and more than 91 houses were destroyed. The total population affected by the avalanches in district Neelum were 910 households (6,370 people), with another 3,134 households (21,938 people) indirectly affected by the heavy snow.



Evacuation of dead bodies from the snow, (Photos: PRCS)

Astore valley received 100 years record-breaking snowfall in some areas, as reported by media and Gilgit Baltistan Disaster Management Authority (GBDMA). Two people lost their lives due to an avalanche, while four were injured. The heavy snowfall paralyzed life in the region, with residents in northern valleys restricted to their homes. Gilgit Baltistan authorities mobilized all their resources to open the blocked roads and to assist the people in need.

As a result of heavy rain and snowfall, the upper reaches of Neelum and Leepa and some mountainous tops of AJK were disconnected from the rest of the country through land routes. The roads and telecommunication networks were severely affected in AJK, Balochistan, KP, GB and adjoining areas owing to the heavy downpour in plains and snowfall on mountains. This emergency situation not only took precious lives but also halted the normal life of thousands of local people. Furthermore, since local people in this region make their living through daily wage jobs, livestock rearing, farming and small businesses, blockage of pathways and roads directly affected their livelihoods. Adding to their misery, the extreme cold weather conditions (up to minus 16°C) also confined people to their houses.

**Table 1: Summary of deaths, injuries and losses (Source: NDMA Sit-Rep – 23 January 2020)**

| Provinces    | Deaths     | Injured    | Houses damaged |              | Others  |
|--------------|------------|------------|----------------|--------------|---|
|              |            |            | Fully          | Partially    |   |
| AJK          | 79         | 63         | 91             | 202          | One mosque, 22 shops, 7 vehicles Light Transport Vehicle (LTV), 3 Motorcycles damaged. In upper Neelum (Lawat to Tao Butt) Leepa roads blocked. |
| Balochistan  | 21         | 24         | 148            | 1,062        | One bridge collapsed, one mosque completely collapsed, 9 Light Transport Vehicles (LTV), 3 motorcycles damaged and 29 livestock perished.       |
| KP           | 5          | 13         | 31             | 33           |   |
| GB           | 2          | 4          | 3              | 3            | 100 years record snow in some areas (Media and GBDMA)   |
| <b>Total</b> | <b>107</b> | <b>104</b> | <b>273</b>     | <b>1,300</b> |   |

## Summary of response

### Overview of Host National Society

PRCS with more than 150 staff members at National Head Quarter NHQ, seven at provincial, state and GB branches and more than 70 district branches with 50 active volunteers in each district, has the capacity to respond to any emergency in the country. PRCS deployed Practical Emergencies Cash Transfer (PECT), Rapid Response personnel, National Disaster Response Teams (NDRTs) and Branch Disaster Response Teams (BDRTs) in target districts for registration of effected community members.

<sup>2</sup> OCHA [sitrep](#) No. 5, 24 Jan 2020

PRCS- NHQ was in continuous coordination with PRCS field teams at Provincial Head Quarters (PHQ), district branches and external stakeholders including Red Cross Red Crescent partners and NDMA. The NDRT received initial assessment reports and information from affected districts through dedicated staff and volunteers delivering First Aid (FA) on the spot. Furthermore, the National Society sent out alert messages to its NDRT members, while staff and volunteers were on standby for deployment. PRCS provincial, state and GB branches mobilized FA teams from adjoining districts to provide first aid response to the injured.

**Table 2: Response actions by PRCS**

|                                  |   |
|----------------------------------|---|
| GB, 13-22 Jan                    | <ul style="list-style-type: none"> <li>• First Aid response.</li> <li>• Rapid Need Assessment by staff and volunteers.</li> <li>• NHQ, PHQ and NDRTs were on high alert.</li> <li>• 96 tents, 312 tarpaulin sheets, 312 water canes and 425 blankets distributed in district Astore, Gilgit and district Skardu.</li> </ul> |
| AJK, 13-22 Jan                   | <ul style="list-style-type: none"> <li>• First Aid response.</li> <li>• Rapid Need Assessment by staff and volunteers.</li> <li>• Essential medicines supplied to district Neelum</li> </ul>  |
| Balochistan, 13- 22 Jan          | <ul style="list-style-type: none"> <li>• First Aid response.</li> <li>• Rapid Need Assessment by staff and volunteers.</li> <li>• 700 food packs (35kg), 700 blankets, 700 jackets, 300 kitchen sets and 300 hygiene kits distributed in district Qilla Saifullah, Qilla Abdullah, Pishin, and Mastung.</li> </ul>          |
| Balochistan, 22-29 Feb           | <ul style="list-style-type: none"> <li>• Orientation of staff and volunteers on data collection tools and Red Rose.</li> <li>• Registration of beneficiaries through Red-Rose.</li> </ul>   |
| AJK, 22-29 Feb                   | <ul style="list-style-type: none"> <li>• Orientation of staff and volunteers on data collection tools and Red Rose.</li> <li>• Registration of beneficiaries through Red-Rose.</li> </ul>   |
| Balochistan and AJK<br>02-06 Mar | <ul style="list-style-type: none"> <li>• Analysis and finalization of beneficiary list.</li> <li>• Re-verification of beneficiaries.</li> <li>• Coordination with Financial Service Provider (FSP).</li> </ul>  |

### Overview of Red Cross Red Crescent Movement in country

ICRC supported the deployment of PRCS FA teams in target districts, replenishment of FA kits, Restoring Family Linkages (RFL) and public communication. The IFRC Country Office (CO) and Asia Pacific Regional Office (APRO) Kuala Lumpur provided technical support to the National Society.

### Overview of non-RCRC actors in country

High alerts were issued by SDMAs to local officials and rescue teams, where up to four feet of snowfall had been reported. At the same time, immediate rescue operations were also launched by SDMA, PDMA, GBDMA, District Administrations and Pakistan Army in disaster hit areas for prompt action. A special emergency desk was set up in the SDMA office to monitor the situation regularly.

NDMA took the lead in coordinating the response and held coordination meetings with support of UNOCHA. PRCS and IFRC being regular participants of these meetings attended three NDMA and SDMA coordination meetings in total. PRCS shared their need assessment findings in the coordination meeting which was highly appreciated by the members and was then used as secondary data for their response planning. While at the provincial and district levels, the response was coordinated by respective provincial, state and district disaster management authorities.

Pakistan Army initiated the search and rescue operation in the affected areas as soon as the disaster struck. The Government of AJK provided death claim compensations at the rate of CHF 942/person, and compensation for injured at the rate of CHF 440/person. For the damaged houses the government provided compensation at the rate of CHF 628 for fully damaged houses and CHF 251 for partially damaged houses. Additionally, CHF 314 was extended to the next of kin/legal heir of every deceased person as an Ex-Gratia announced by NDMA Chairman, as part of the 'Prime Minister of Pakistan Assistance Package' for the affected population of Balochistan. Under the same package CHF 314 was paid to the injured CHF 628 was given to families whose houses were fully damaged or collapsed.

## Needs analysis and scenario planning

### Needs analysis

The Rapid Need Assessment (RNA) of Neelum was conducted between 15 to 17 January 2020, with two assessment teams of PRCS AJK branch along with PRCS local volunteers and a pre-designed RNA form. A consultative process was adopted with different stakeholders including PRCS District Branch Neelum, SDMA, the Revenue Department, District Administration, Health Department and DDMA Neelum during the assessment. The assessment teams visited one Union Council (UC) and three villages of Tehsil Sharda in District Neelum, to conduct interviews with the local community members.

## Key findings in Kashmir as the following:

- **Affected population:** The number of people directly affected by avalanches in Neelum were 910 households (6,370 people), while 3,134 households (21,938 people) were indirectly affected by the heavy snowfall. The most affected areas include villages in UC Sharda, Surgan Bagnowa, Surgan Bakvali, Surgan Sari, Surgan Neelum, and villages in UC Kel, Kalalot, Kail Domail.
- **Accessibility to affected areas:** The road accessibility was a major challenge to reach the affected areas of district Neelum. The heavy snow, avalanches and land sliding caused severe blockage of roads, including main road of Athmuqam (District Headquarters) to Sharda. The District Administration with support of Public Works Department AJK (highways) deployed heavy machineries at Athmuqam and Sharda for clearing of roads. According to the local authorities, the link roads towards affected areas were completely snow covered with 6-8 ft of snow.
- **Communication:** The landline phone and mobile services in target areas were disrupted during the first two to three days of the disaster; however, they were restored in the next few days in some of the areas. Special Communications Organization (SCO) mobile service was available in the affected areas, but that too with limited coverage.
- **Market functionality and accessibility:** District as well as local markets (Sharda and Kel) had a collective capacity of stock to supply the basic food and essential household items, which included Water, Sanitation and Hygiene (WASH) and shelter items to the local community members. Shopkeepers/vendors had the financial capacity for the provision of mentioned items- in the required quantity. However, in normal routine they maintain minimum quantity of food items as per daily/weekly demand and during the winter season, they stock the commodities for three months.

Initially the local markets were inaccessible due to the cold wave and snow packed pathways. However, the link roads were cleared by the end of February, making it accessible for the local people.

- **Cash transfer mechanisms:** Several FSPs are available in the target districts and affected areas, which includes banks (AJK and National), post office, Telenor and UBL Omni. PRCS had already signed a Memorandum of Understanding (MoU) with leading financial institution which includes UBL Omni and Telenor. Initially, UBL Omni was selected as a FSP for this operation, but, due to sometime taking administrative issues related to the bank account, PRCS engaged Telenor for this operation.
- **Shelter and household items:** Heavy snow and avalanches caused significant devastation to houses in the affected areas of District Neelum, with 202 houses fully or partially damaged. The partially damaged houses were not in livable conditions due to hazardous cracks in the structures. Although the Government provided relief aid in different areas of Neelum, it was not sufficient for the entire affected population. The aid was provided through NDMA, PDMAs and SDMAs in the form of tents and tarpaulin sheets for the community members who lost their houses and had no shelter. The Government had also announced a compensation amount for the people who had lost their family member(s) and their shelter.

The RNA showed that emergency shelter (igloos/winterized snow tents) and household items were the critical needs of the affected population. In addition, there was also a critical need of warm clothes (for children, women and men), quilts/warm blankets, kitchen sets, hygiene kits, stoves, mattresses, emergency tool kits and emergency lights which PRCS provided to the communities to fill the gap in the Government response. For transitional shelter arrangements Corrugated Galvanized Iron (CGI) sheets and shelter tool kits were provided to the directly affected community members for their early recovery. The tents provided by the Government were not winterized tents, which is only a temporary solution. Thereby the CGI sheets provided by PRCS complementing the government's for a longer-term support to help them repair their houses.

- **Food:** As per discussions with the local community members, food items were easily available in the nearby markets, however, the purchasing power of local communities had reduced owing to the disaster, and its effects on their livelihood.
- **Targeting:** In AJK, the worst affected area was district Neelum as per the RNA and recommended by NDMA and SDMA for intervention. Various villages in district Neelum; Surgan Bagnowa, Surgan Bakvali and Sari Surgan Neelum in Sharda, while in Kel the village Kail kalalot Domail were targeted for the Severe Winter DREF interventions. T Some 500 families in Kashmir who lost their houses and livelihoods fully or partially, with low income, households headed by elderly or women and with high dependency ratio were in dire need of essential household items, health services, food and fuel for cooking. While some 150 most affected families needed winterized kits, CGI sheets, shelter toolkits and other household items.

## Key findings in Balochistan as the following:

- **Affected population:** Meeting with different Government departments and community members revealed, that the total population affected in 11 districts was 20,000 families/households, with more than 30 people dead, and large numbers of missing and dead livestock. According to the PRCS RNA report, though all 11 districts were affected, districts Qilla Abdullah, Qilla Saifullah, Ziarat Pishin, Khaaran and Turbat were the worst hit. There was a need of food and household items including winterized packages and medicines.
- **Market functionality and accessibility:** The markets in the affected districts were accessible and financial service providers were also available, having the capacity to provide cash in a timely manner if informed in advance.
- **Targeting:** In Balochistan, PDMA declared 11 districts affected by the disaster, while PRCS RNA revealed four districts which were the worst hit among these 11 districts. Kharan, the southern district was affected by flash floods, while Pishin, Qilla Abdullah and Ziarat were affected by heavy snowfall.

In both AJK and Balochistan, the community members were fully involved in the identification and selection of UCs and villages during assessment. They were also engaged in the initial assistance in close coordination with District Administration and relevant disaster management authorities.

Some 500 most affected families in Balochistan were in dire need of household items, hygiene kits, health assistance, transportation, WASH, food and fuel for cooking. The planned intervention as follows:

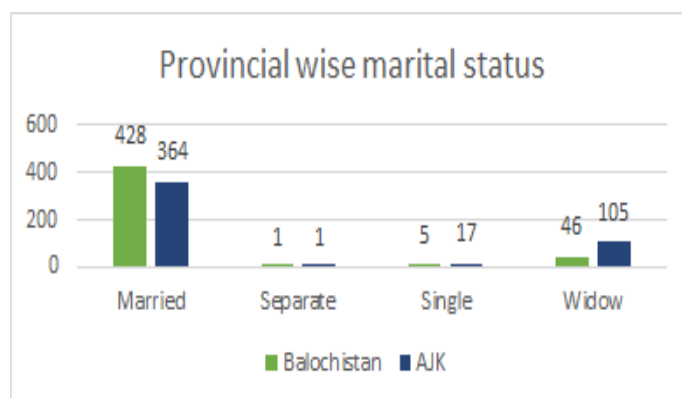
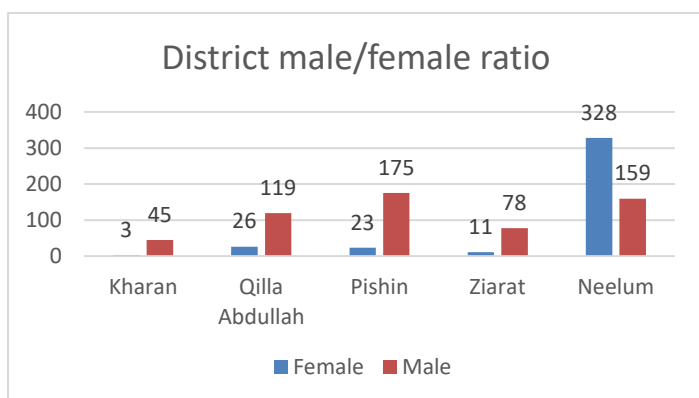


PRCS volunteers conducting Rapid Needs Assessment in affected areas, (Photo: PRCS)

**Table 3: Summary of cash assistance and In-kind assistance**

| Province    | Cash Assistance/per month  | No. of Households | Frequency of Cash assistance | In-kind Assistance   | No. of Households |
|-------------|--|-------------------|------------------------------|--|-------------------|
| Kashmir     | PKR 16,500 (CHF 106): food, health, fuel and transportation                        | 500               | Two months                   | CGI sheets, kitchen sets, hygiene kits, winterized kits, jerry cans and stove for wood burning | 150               |
| Balochistan | PKR 21,500 (CHF 139): food, health, fuel, transportation, WASH and household items | 500               | One month                    | None   |                   |

Ultimately, PRCS disbursed multipurpose cash grants for 967 families in Kashmir and Balochistan, calculated separately for each province based on Minimum Expenditure Basket (MEB). The food needs of 2,100 Kcal per person per day were fulfilled through this cash grant besides other basic needs. Below are some aggregated details of the 967 families reached.



## Risk Analysis

### Operation Risk Assessment

Due to severe winter conditions in the target areas, accessibility to these districts was a challenge for PRCS staff and volunteers, thereby delaying the registration process. PRCS enhanced their coordination with the relevant Government departments/Pakistan Army for a more coordinated approach, especially in terms of accessibility, reaching to the most vulnerable areas and deciding the right time to travel to target areas.

PRCS staff and volunteers were equally exposed to the severe weather conditions in target areas as the community members, putting their health at risk. Furthermore, the risk of avalanches and landslides was prevalent even during the implementation timeframe. PRCS staff and volunteers took all the necessary precautions against the weather and stayed in communication with local community so as to take all safety precautions in terms of avalanches and landslides.

In AJK, cross border firing also caused delays in activity implementation since the target area is close to the Pak-India border. However, the local people and authorities were vigilant and warned of any such activity beforehand. PRCS volunteers and staff also remained in contact with them in order to be vigilant of the ongoing situation and planned their activities accordingly.

Most importantly, the global emergency of COVID-19 outbreak also caused havoc in Pakistan starting mid-February 2020, leading to temporary discontinuation of activities owing to government restrictions and safety of both communities as well as PRCS staff and volunteers. The affected population became more vulnerable with the prevalence of COVID-19 and its related health issues. Therefore, PRCS revisited their plan of action and resumed the activity implementation once the Government Standard Operating Procedures (SoPs) were developed. The DREF extension also allowed time for wrapping up of administrative tasks.

## B. OPERATIONAL STRATEGY

### Proposed strategy

PRCS carried out a detailed need assessment of the emergency response using relevant tools, including Red-Rose application for the data collection. The collected data was further refined through analysis of gender disaggregated data and feeding relevant information to specific sectors for immediate assistance. PRCS deployed First Aid Responders (FAR) and NDRTs from the district branches in Kashmir and Balochistan, working in coordination with DDMA and PDMA at respective district and provincial levels. The teams carried out initial assessments of the affected area to ascertain the damages caused, and at the same time needs of the target communities. The DREF operational strategy was developed based on the findings of the assessment team, on ground observations of PRCS staff and volunteers and assets available including relief items prepositioned in strategic locations across the country. PRCS's already trained staff and volunteers at national and provincial level were immediately deployed in the field for implementation of activities. The provincial offices in target districts were fully functional, and the national and branch level staff are specialized in disaster response and cash. The branches were already carrying out similar projects in their areas and were fully equipped to respond to this emergency.

With a strong presence in the affected areas, PRCS ensured assistance to the affected population (487 families) in Kashmir through provision of in-kind support of winterized kits (quilts, blankets and socks) CGI sheets and other essential household items and cash for food items. In Balochistan, multipurpose cash grants were given to 480 households in order to meet the immediate needs of the affected families.

### Cash and Voucher Assistance:

The immediate food and WASH need of the affected population in Ziarat, Pishin, Kharaan and Qilla Abdullah districts in Balochistan were identified in the emergency needs assessment carried out by PRCS. Based on the findings, the affected population received the below assistance:

- Cash assistance.
- In-kind support was provided in the form of household Items and shelter assistance.

According to PRCS Annual Contingency Plan, multipurpose cash grant assistance is adopted when prerequisites for cash assistance is fulfilled in an emergency situation. The amount of cash assistance is calculated as per the MEB guidelines outlined in the contingency plan. The annual multi hazard contingency plan already includes cash grant value calculated through MEB, but the values may change subject to needs, local context and current market prices. The multipurpose cash grant modality not only provides flexibility for beneficiaries in terms of using the cash but at the same time the opportunity to prioritize their immediate basic needs. It is imperative for the beneficiaries to immediately fulfil

their basic needs through the cash grant, which will also revive the local market and have multiplier effect on livelihood opportunities and flow of money in the market.

PRCS has prior experience and capacity of Cash Transfer Programming (CTP) using FSPs for reliable cash disbursement. The amount calculated for multipurpose cash grant in Balochistan was PKR 21,500 (CHF 139) per family and PKR 16,500 (CHF 106) per family in Kashmir. Multipurpose cash grant for Kashmir includes food, fuel for cooking, health and transportation needs. While for Balochistan it covers hygiene and household items besides the items already mentioned in the Kashmir MEB.

PRCS designed the severe winter emergency response with multi-sector interventions in the disaster affected areas, focusing on basic survival needs of the affected population. The cash and voucher assistance and the amount calculated for each family/household is based on multi-sector needs like food, health, transportation and other general but basic needs. This approach facilitated the affected community to a great extent and attained wider acceptability at both Government and community level. Henceforth, the two key stakeholders were on board and in support of the project.

#### **Availability of financial service providers:**

Several Financial Service Providers were available in the target districts, including banks, post offices and telecom companies. PRCS has signed Memorandum of Understandings (MoUs) with leading telecom companies including Telenor, Jazz Cash and UBL Omni. Telenor Pakistan being one of them, has a well-known mechanism of 'Easy paisa'; being used for reliable transfer of money not only to individuals but also to/on behalf of organizations especially during disasters. Telenor was selected for the severe winter emergency response, since it has partnered with PRCS in the past for Cash Transfer Programming in 2015-2016 in KP and GB, in 2017-19 in Balochistan and some other parts of the country. In Ziarat, Pishin, Qila Abdullah and Kharan Telenor retailers and franchises are available within the affected zone as well as at district and tehsil level. Moreover, it was seen that Telenor has its outlets/franchises at the very grass root level and are capable of service delivery to the community with an easier access.

#### **Policies of host Government and Donors:**

The Government of Pakistan has been using cash transfers in emergency relief and recovery operations since the 2005 earthquake. The Government has also implemented a wide range of cash initiatives for the 2010 mega flood affected people and the people displaced by the complex emergency in Merged Areas, formerly known as Federally Administered Tribal Areas (FATA). The most recent example of Government assistance is the disbursement of cash to 12 million households for COVID response. Other actors include United Nations (UN) agencies, civil society organizations and the private sector who also use Cash Transfer Programming.

Currently the Cash Transfer Programming initiatives in Pakistan are driven by the mandate of individual organizations. The Government is allowing cash transfers as per State Bank laws, while ensuring biometric verifications through banks and/or telecom companies. UN agencies, Government departments and Non-Government Organizations (NGOs) all share their response mechanisms and modalities at the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) coordination meetings in order to avoid duplication of efforts and fill the gaps in the disaster affected areas.

The Government of Pakistan has provided cash to disaster victims during various natural and human induced disasters through formal banking and electronic mode of transfers. Similarly, PRCS has also used several disbursement mechanisms e.g. banks, post offices and telecom companies in the past.

### **Operational support services**

#### **Human Resources**

PRCS Director of Operations oversaw the emergency response and reported to PRCS Secretary General, who had the overall responsibility for the operation. The Deputy Director Cash and Voucher Assistance (CVA)/Disaster Response (DR) NHQ, PRCS AJK State Branch and Balochistan Provincial Branch staff and volunteers directly supported the operation in terms of implementation. In addition to PRCS staff and volunteers, IFRC CO team provided technical assistance for the operation.

#### **Logistics and supply chain**

PRCS maintains its stocks, including household items at the National and Branch warehouses situated at strategic locations around the country. Household items were disbursed for community distribution from the existing PRCS stocks and were later replenished through the DREF fund. Replenishment was done locally by PRCS with support of IFRC CO following PRCS SoPs and IFRC Procurement standards.

#### **Community Engagement and Accountability (CEA)**

Community Engagement and Accountability had been integrated into the operation, to ensure that beneficiaries have an opportunity to 1) give their feedback, 2) receive answers to their questions, 3) have access to timely and accurate information on the nature and scope of assistance and services provided by PRCS, and 4) comment on the expected

behavior of staff and volunteers. PRCS local volunteers were part of the assessment exercise, beneficiary identification, household registrations, information sharing regarding response activities, distribution of household items, hygiene promotion sessions, coordination with local Financial Service Providers (FSPs) and collecting feedback from community members regarding project activities/assistance.

The provincial and state branches ensured visibility and transparent communication with affected community members during relief distributions. Banners and information charts of the items being distributed were displayed at all distribution points, and volunteers briefed the community members regarding the same information. In addition, a feedback mechanism was also put in place. During assessment, distribution and field activities, community feedback was captured through a dedicated hot line number which was shared with the community members at the onset of response activities as well as throughout the implementation period through wider dissemination. Verbal feedback during interaction with community members was also registered formally, through manual paper-based forms filled in by volunteers. Volunteers populated a Q&A document with the most frequently or urgently posed questions and concerns.

**Communications**

PRCS regularly shared information and updates regarding the response operation with key stakeholders. PRCS Secretary General was the focal person for communication with external stakeholders, while at the operational level, PRCS communication department ensured visibility and showed the impact of the intervention through relevant communication material.

**Planning, Monitoring, Evaluation and Reporting (PMER)**

It was PMER department’s responsibility to ensure that the choice of interventions and beneficiary selection was based on the needs identified, with adherence to all standards of accountability and transparency. Continuous assessment of the situation, monitoring of the services being provided and analysis of beneficiary feedback was specially emphasized. Additionally, monitoring observations aided in timely decision-making in terms of project interventions.

Special attention was given to data management, in particular collection of disaggregated beneficiary data, storage and analysis. Continuous communication with the field teams was ensured, along with regular update reports of the operation. Post Distribution Monitoring (PDM) was carried out two weeks after the distribution of cash and household items in targeted communities to ensure transparency and accountability. Lastly, lessons learnt workshop was conducted at the end of the operation in order to record the best practices and recommendations for future operations.

**Administration and Finance**

Both PRCS and IFRC CO administration and finance teams, supported the development and implementation of the response operation.


**Security**

Neelum is a northern district of AJK, which lies at around 127km from the capital city Islamabad, while Balochistan districts Pishin, Ziarat, Qilla Abdullah and Kharan are 57km, 127km, 94km and 43km respectively from the provincial capital Quetta. In general, the security situation in district Neelum is stable and does not present any major concerns, while some militancy issues persist in district Kharan, Balochistan. In Neelum, militancy is not a concern and crime level also remain low, however Balochistan districts face security issues every now and then. Neelum district has its borders with the Line of Control (LoC) and often faces cross border clashes between Pakistan and India.

IFRC did not maintain a presence in the targeted districts, however the National Society deployed different response and emergency teams to the affected areas, while maintaining close coordination with state and district authorities.

Any movement of IFRC staff to snowfall affected areas in relation to the DREF operation were monitored by IFRC security and IFRC Islamabad Radio Room remotely. IFRC ensured that all staff and volunteers were briefed on the security situation and safety and emergency procedures, prior to departure to the affected areas.

**C. DETAILED OPERATIONAL PLAN**

|   |  |               |               |
|---|--|---------------|---------------|
|  | <p><b>Shelter</b><br/> <b>People reached: 1,128 (150 households)</b><br/>                 Male: 567<br/>                 Female: 561</p> |               |               |
| <b>Indicators:</b>  |  | <b>Target</b> | <b>Actual</b> |

|  |     |     |
|--|-----|-----|
| # of targeted households that have temporary shelter assistance including household items to cover their basic needs | 150 | 150 |
| # of households reached with temporary shelter support, shelter tool kits, jerry cans and hygiene kits               | 150 | 150 |

**Narrative description of achievements**

Corrugated Galvanized Iron (CGI) sheets (14 sheets to each family) and shelter toolkit were distributed among the 150 most vulnerable beneficiaries of Neelum district AJK along with other Non-food items. CGI sheets were distributed from the available stock at PRCS warehouse and replenished by following the PRCS procurement SOPs.

The NHQ, PHQ and district staff and volunteers were deployed to target areas for training on project activities, household registration templates/processes and digital data collection through the Red Rose application. PRCS volunteers carried out household registrations and collected data of total 590 households in AJK. Approximately 10 per cent of the registered households were verified by NHQ and PHQ staff through monitoring visits during the registration process in both provinces. The collected data was analyzed by the NHQ technical team, of which 150 households were selected as the most vulnerable for household items and shelter assistance. The data for the most vulnerable 150 households was endorsed by the PHQ technical team and village committees. CGI sheets and shelter tool kits were distributed among these 150 most vulnerable households in district Neelum, AJK. The President of AJK and PRCS NHQ Chairman were the guest of honors at the distribution ceremony of these items.

Lastly the required items for distribution were procured within operation time frame as per IFRC Standards, PRCS procurement policy and SoPs, for replenishment at PRCS warehouse.

A Post Distribution Monitoring (PDM) exercise was carried out after disbursement of Cash and distribution of relief items in both provinces. Based on the PDM results for the distributed items for families which includes, CGI sheets and Shelter tool kits in district Neelum of AJK, the sampled respondents when asked about the distribution process and its quality had ranked the distribution process as "very good". The respondent also shared that the quality of the provided material was very good.



Distribution of Shelter and household items, (Photos: PRCS)

**Challenges**

Distribution of items was delayed owing to the unexpected high levels of snowfall and rain in the target areas. The plan of action was revisited and the implementation was accelerated once the activities were resumed. The project extension also allowed for some time to complete administrative tasks.

In AJK, cross border firing caused delays in activity implementation as the targeted area is close to Pak-India border. However, the local people and authorities were vigilant and warned of any such activity beforehand. PRCS volunteers and staff also remained in contact with them in order to be aware of the ongoing situation and planned their activities accordingly.

Change in higher management at PRCS NHQ caused delays in procurement approval processes. The extension in project timeline allowed sufficient time for this activity to be completed.

Activities came to a halt due to Government imposed lockdown/movement restriction because of the COVID pandemic outbreak. The activities were resumed once the Government moved to partial lock down and announced SoPs to be followed by everyone.

## Lessons Learned

In future, there is a need of flexibility for change of interventions based on ground realities and people needs in terms of local context.

Keeping in view the local/current context and unforeseen situations, we also need to be flexible in terms of time allocation and/or extension of project.

A combination of cash and in-kind assistance worked well in this context and can be used in the future as well. Capacity building of branch staff is essential in the current scenario, where technical personnel from NHQ are unable to travel to field because of COVID related travel restrictions.



## Livelihoods and basic needs

People reached: 6,291 (967 households)

Male: 3,166

Female: 3,125

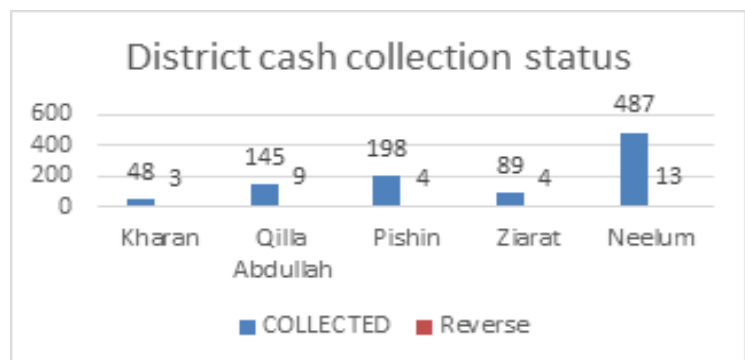
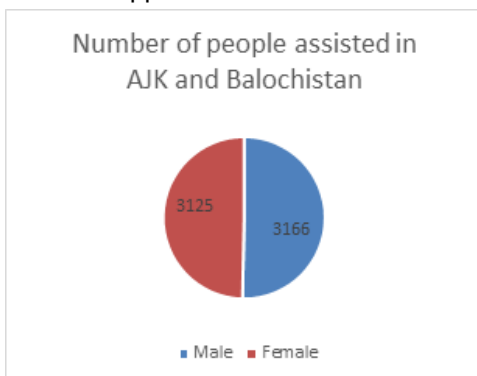
| Indicators:  | Target | Actual |
|--|--------|--------|
| # of targeted households that have enough multipurpose cash to meet their survival threshold | 1,000  | 967    |
| # of households reached with cash for basic needs  | 1,000  | 967    |

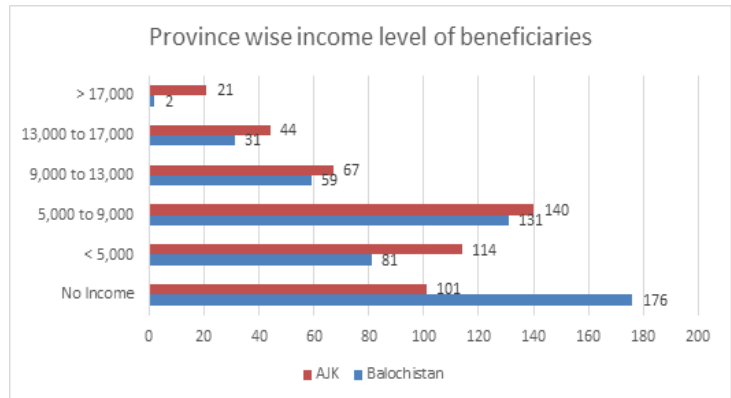
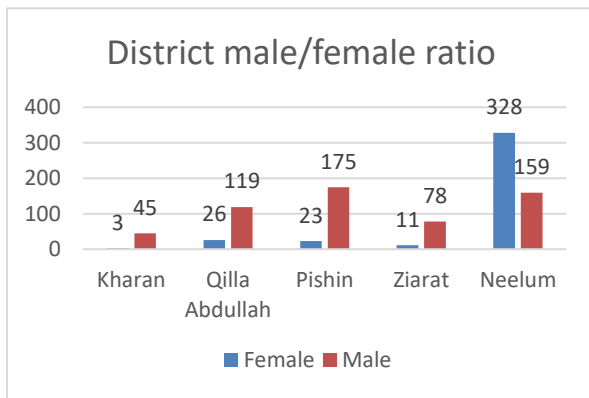
### Narrative description of achievements

The NHQ, PHQ and district staff and volunteers were deployed to target areas for training on project activities, household registration templates/processes and digital data collection through the Red Rose application. PRCS volunteers carried out household registrations and collected data of total 1,166 households in Balochistan and AJK. Approximately 10 per cent of the registered households were verified by NHQ and PHQ staff through monitoring visits during the registration process in both the provinces. The collected data was analyzed by the NHQ technical team, of which 1,000 most vulnerable HHs were selected for cash assistance. The data for the most vulnerable 1,000 households was then endorsed by the PHQ technical team and village committees. FSPs were selected based on their coverage and outreach in the affected areas. Telenor (FSP) deployed their teams from nearby districts due to non-availability of Telenor retailers in Neelum district.

Owing to the change in context due to COVID-19 and the related delays in implementation, some beneficiaries were replaced by more deserving ones in both provinces. Out of the 1,000 selected households, 967 HHs collected their cash amount, while the remaining 33 were unable to collect their share, either because of resettlement, intractability, switched off/no coverage of mobile phones, data errors or relocation to mountains tops for survival of their livestock.

Red-Rose application was used for beneficiary registration and cash distribution with data segregation:





A PDM results shown that all the beneficiaries received agreed amount and in-kind assistance as per plan. Despite the fact that spread of COVID-19 halted the relief activities, ultimately, all the beneficiaries received assistance in the month of July and August 2020. Based on final findings, 97 per cent of the beneficiaries were satisfied with the current delivery mechanism. In post disaster scenario, the local markets were found functional with firm prices Most of the beneficiaries responded that the amount was appropriate to cover the basic needs.

A significant number of the respondents termed the distribution process and quality of distributed items very good. In Balochistan, 75 households purchased basic household items as their top priority, 20 households spent the cash for food items, while 5 households spent it on health and medical expenses. A few numbers of interviewed beneficiaries mentioned that education, agriculture and construction were their top priorities. While in AJK, 74 households used the assistance on household items, 13 households on food and 5 households each on education and medical expenses.

## Challenges

Cash disbursement activities were delayed owing to the unexpectedly high snowfall and rains in the targeted areas. The plan of action was revisited and the implementation was accelerated once the activities were resumed. The project extension also allowed for some time to complete administrative tasks.

In AJK, cross border firing also caused delays in activity implementation since the targeted area is close to the Pak-India border. However, the local people and authorities are aware and warned of any such activity beforehand. PRCS volunteers and staff also remained in contact with them in order to be aware of the ongoing situation and planned their activities accordingly.

The change of context owing to COVID-19 outbreak and Government imposed lockdown/movement restriction was a major reason for the delay and at times halt of activities. The activities were resumed once the Government moved to partial lock down and announced Standard Operating Procedures (SoPs) to be followed by everyone. Limited number of Telenor retailers and lack of liquidity, especially in district Neelum affected the smooth cash disbursement process.

33 HHs did not collect their cash assistance either because of resettlement, intractability, switched off/no coverage of mobile phones, data errors or relocation to mountains tops for survival of their livestock. PRCS volunteers tried their best for these people to collect and access the cash, however they were unable to because of the mentioned reasons. The cash amount will be returned to the DREF pot.

## Lessons Learned

In future, there is a need of flexibility for change of interventions based on ground realities and people needs in terms of local context.

Keeping in view the local/current context and unforeseen situations, we also need to be flexible in terms of time allocation and/or extension of project.

A combination of cash and in-kind assistance worked well in this context and can be used in the future as well. Capacity building of branch staff is essential in the current scenario, where technical personnel from NHQ are unable to travel to field because of COVID-19 related travel restrictions.

In future, more than one FSP should be engaged for cash distribution activities in order to ensure availability of enough retailers and required liquidity.

Prior coordination with FSPs is vital in order to ensure liquidity at various retail outlets in the targeted areas. More attention needs to be given to beneficiary orientation for cash collection in future, so that the selected households collect their amount well on time and the NS is able to achieve their target



## Water, sanitation and hygiene

People reached: 1,128 (150 households)

Male: 567

Female: 561

| Indicators:  | Target | Actual |
|--|--------|--------|
| % of target population that has increased knowledge of hygiene practices | 60     | 60     |
| # of people reached by hygiene promotion activities                      | 1,050  | 1,128  |
| # of households provided with a set of essential hygiene items           | 150    | 150    |

### Narrative description of achievements

PRCS volunteers conducted health and hygiene promotion activities simultaneously during the orientation sessions for distribution of non-food items, in target districts. These sessions were mainly focused on household water treatment and safe storage, handwashing at critical times and COVID related precautions and practices. IEC material with key messages were distributed in the targeted area for awareness raising which covered 60% of population of targeted area of District Neelum AJK. PRCS also distributed hygiene kits along with jerry cans from available stocks in Neelum AJK. The cost of transportation is only covered from the DREF Operation. The total number of beneficiaries for the health and hygiene promotion sessions were 1,128.

Jerry cans 20 liters 2 per HH, blankets small 4 per HH, quilts 4 per HH, socks 7 pairs per HH, kitchen sets 1 per HH, hygiene kits 1 per HH (Laundry soap 12, bath soap 12, tooth brush 6, nail cutter 2, comb 6 and towels 6), solar lamps 1 per HH and wooden stoves 1 per HH were distributed among 150 most vulnerable HHs in district Neelum, AJK.

The PDM shown that all the distributed items Jerry cans, blankets, quilts, socks, kitchen sets, hygiene kits, solar lamps and wooden stoves among 150 most vulnerable families which includes, CGI sheets and Shelter tool kits in district Neelum of AJK so when asked about the distribution process and its quality from all the sampled beneficiaries they ranked the distribution process as "very good". The respondent also shared that the quality of the provided material was very good.



Distribution of Shelter and NFIs, (Photos: PRCS)



### Challenges

Similar challenges as mentioned in the previous Area of Focus.

### Lessons Learned

Please refer to Strategies for Implementation section



## Inclusion and Protection

People reached: 6,291 (967 households)

Male: 3,166

Female: 3,125

| Indicators:  | Target | Actual |
|--|--------|--------|
| <i>The operation demonstrates evidence of addressing the specific needs to ensure equitable access to disaster response services</i>   | Yes    | Yes    |
| <i># of NS that ensure improved equitable access to basic services, considering different needs based on gender and other diversity factors</i>  | 1      | 1      |
| <b>Narrative description of achievements</b>   |        |        |
| <p>Gender and age disaggregated data was collected for beneficiary selection, in order to target and include the most vulnerable segments of society in the response operation. Data of orphans, widows, Persons with Disabilities (PWDs) was also collected, to include in the beneficiary list and were given priority during activity implementation.</p> |        |        |
| <b>Challenges</b>  |        |        |
| N/A  |        |        |
| <b>Lessons Learned</b>   |        |        |
| Please refer to Strategies for Implementation section  |        |        |

## Strategies for Implementation

| Indicators:   | Target | Actual |
|---|--------|--------|
| <i># of NS that is well functioning in the operation</i>  | 1      | 1      |
| <i># of volunteers involved in the operation provided with briefing/orientation</i>   | 30     | 30     |
| <i>Does the operation demonstrate evidence of effective and coordinated international disaster response?</i>  | Yes    | Yes    |
| <i># of RDRT deployed</i>   | 1      | 0      |
| <i>Procurement is carried as per Sphere and IFRC standards and items replenished in PRCS warehouses within the operation timeline</i>   | 100 %  | 100 %  |
| <i>PRCS engage with other humanitarian actors for coordinated humanitarian intervention</i>   | Yes    | Yes    |
| <i>IFRC and NS are visible, trusted and effective advocates on humanitarian issues</i>  | Yes    | Yes    |
| <i># of assessment done for needs, capacities and gaps</i>  | 1      | 1      |
| <i># of lessons learned workshop conducted</i>  | 1      | 1      |
| <i># of national appeal launched</i>  | 1      | 0      |
| <b>Narrative description of achievements</b>  |        |        |
| <p>A detailed needs assessment was carried out by PRCS Programme and PMER team along with the volunteers. As a result, a DREF assistance was requested from the IFRC APRO based on the findings of the need assessment report. The planned interventions were designed according to the needs identified and through other relevant secondary sources.</p> <p>PRCS PHQ and district branches were extensively involved in the overall implementation and decision-making process of the project. NHQ, PHQ and district volunteers were oriented and trained on the household registration process and digital data collection through the Red Rose application.</p> |        |        |

The procurement of NFIs was initiated within the operation timeframe by following standard PRCS procurement processes. Need assessment and market assessment for the project interventions were carried out in a timely fashion, in both the target provinces.

Coordination with other stakeholders like SDMA, DDMU and United Nations (UN) agencies was ensured, in order to avoid duplication of effort and resources for selection of target areas. There was no plan to launch a national appeal for the *Severe Winter* response, since there was no such need by end of operation. A national appeal will only be launched in case the relevant Government authorities have limited capacity/resources to respond to the disaster and request the National Society to support them. The reasons for not launching a national appeal include the extent and scale of the disaster and no need for long term and large-scale interventions to restore normal life in the disaster struck areas

## **Challenges**

Terms of Reference (ToRs) for Cash RDRT deployment were shared with the IFRC APRO, however the RDRT could not be positioned owing to the global lockdown and restrictions on air travel in context of COVID-19. Instead, IFRC CO provided the required support to PRCS in terms of activity implementation.

The lapse between the initiation of the response operation to the actual disbursement of cash due to strict lockdown by the authorities due to COVID-19 pandemic. As per the Cash SoPs, the cash grant should reach the target beneficiaries within 2-3 weeks of the disaster, but in this case, it took longer owing to the delay from NS management. 3-4 months delay changed the vulnerabilities of beneficiaries.

There was room for improvement in terms of timeliness of service delivery, i.e. the cash grant reaches the needy population within a few days of the disaster's

During the beneficiary registration process, it was seen that some families were duplicated due to multiple reasons, which not only lead to wastage of time but efforts as well.

Some beneficiaries were unable to recognize messages from the FSP, in fact they deleted the messages making them ineligible for receiving the cash in a timely manner.

## **Lessons Learned**

A consultative workshop was organized to draw lessons from the Severe Winter DREF operation on 31 August 2020, engaging relevant PRCS staff, volunteers and branches. Due to COVID-19 related travel restrictions and SoPs, three participants attended the workshop remotely. PRCS PMER took the lead for conducting this virtual lesson learnt exercise. A 9-Box Appraisal Matrix approach was used to assess 'what went well' and 'what needs to be improved' for future responses. The key recommendations gleaned from the exercise are as below:

1. Conduct a one-day volunteers' training session at both NHQ and PHQ on rapid need assessment and data collection processes, with equal participation from NHQ, PHQ and district staff and volunteers.
2. Plan and conduct a detailed training session for PRCS staff and volunteers on DREF/ Emergency Appeal (EA), for all types of emergencies as part of preparedness measures.
3. Organize a mid-term operation review with senior management and technical managers of both PRCS and IFRC for each emergency response. This will aid in mid-term problem solving, corrective measures and related decision making.
4. Quick decision-making and efficient processes/templates must be adopted from the trigger point to the actual DREF approval and launch.
5. Include volunteer registration, beneficiary satisfaction survey and lessons learned workshop as mandatory activities in DREF plans, as per the new IFRC Guidelines for DREF and EAs.
6. Clearly define SoPs for emergency procurement processes are needed and enhancement of signing limits for financial approvals from PRCS management.
7. PRCS must Include IFRC technical managers in all communication and information sharing with the selected FSPs.
8. There should be strict timelines for beneficiary selection and registration at all levels. PRCS Operations department with support of IFRC should decide the timelines, dully approved by the senior management of both partners. Revise/review contracts and ToRs with all FSPs.

## D. Financial Report

There were no changes to the original budget; however, no cost extension was sought for the completion of project.

A total of **CHF 315,292** was granted to PRCS to cater to the immediate basic shelter, livelihood and WASH needs of 6,291 snowfall affected people in targeted villages of AJK and Balochistan, through disbursement of multi-purpose unconditional cash grants and distribution of NFIs.

The total expenditures recorded by the end of the operation were **CHF 257,264 (82 per cent)**, leaving a balance of **CHF 58,028**. The variation between the expenses and actual budget are mainly due to cash disbursement to 967 households instead of 1,000 households as targeted in the EPoA. The target could not be completed since the remaining 33 households failed to collect their cash grants within the DREF timeline. Another reason for the under-spent amount is that PRCS could not utilize its budget for surge support and IFRC CO could not carry out the monitoring of the project, due to movement restrictions/lockdown because of COVID-19 pandemic. Therefore, the remaining funds will be returned to the DREF pool. For further details on the expenditure, please refer to the attached final financial report. (Click [here](#))

***The major donors and partners of the Disaster Relief Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, German, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden and Switzerland, as well as DG ECHO and Blizzard Entertainment, Mondelez International Foundation, and Fortive Corporation and other corporate and private donors. The IFRC, on behalf of the national society, would like to extend thanks to all for their generous contributions***

## Contact information

### Reference documents



Click here for:

- [Previous Appeals and updates](#)
- [Emergency Plan of Action \(EPoA\)](#)

**For further information, specifically related to this operation please contact:**

#### **In the Pakistan Red Crescent Society, Islamabad**

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#### **In the IFRC Country Office, Islamabad**

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- Christie Samosir, operations coordinator; email: [OpsCoord.SouthAsia@ifrc.org](mailto:OpsCoord.SouthAsia@ifrc.org)
- Siok Kun Jang, regional logistics manager; email: [siokkun.jang@ifrc.org](mailto:siokkun.jang@ifrc.org)

#### **For IFRC Resource Mobilization and Pledges support**

- Alice Ho, partnership in emergencies coordinator; email: [PartnershipsEA.AP@ifrc.org](mailto:PartnershipsEA.AP@ifrc.org)

#### **For Performance and Accountability support (planning, monitoring, evaluation and reporting enquiries)**

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#### **In IFRC Geneva**

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## How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The 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.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



**Save lives,**  
protect livelihoods,  
and strengthen recovery  
from disaster and crises.



Enable **healthy**  
and **safe** living.



Promote **social inclusion**  
and a culture of  
**non-violence** and **peace**.

# DREF Operation

FINAL FINANCIAL REPORT

| Selected Parameters |                |           |          |
|---------------------|----------------|-----------|----------|
| Reporting Timeframe | 2020/2-2020/10 | Operation | MDRPK018 |
| Budget Timeframe    | 2020/2-2020/7  | Budget    | APPROVED |

Prepared on 23/Nov/2020

All figures are in Swiss Francs (CHF)

## MDRPK018 - Pakistan - Severe Winter

Operating Timeframe: 05 Feb 2020 to 31 Jul 2020

### I. Summary

|                                 |                 |
|---------------------------------|-----------------|
| Opening Balance                 | 0               |
| <b>Funds &amp; Other Income</b> | <b>315,292</b>  |
| DREF Allocations                | 315,292         |
| <b>Expenditure</b>              | <b>-257,264</b> |
| <b>Closing Balance</b>          | <b>58,028</b>   |

### II. Expenditure by area of focus / strategies for implementation

| Description   | Budget         | Expenditure    | Variance      |
|---|----------------|----------------|---------------|
| AOF1 - Disaster risk reduction                        |                |                | 0             |
| AOF2 - Shelter  | 71,097         | 48,896         | 22,202        |
| AOF3 - Livelihoods and basic needs                    | 184,939        | 182,727        | 2,212         |
| AOF4 - Health   |                |                | 0             |
| AOF5 - Water, sanitation and hygiene                  | 3,100          | 3,675          | -575          |
| AOF6 - Protection, Gender & Inclusion                 |                |                | 0             |
| AOF7 - Migration                                      |                |                | 0             |
| <b>Area of focus Total</b>                            | <b>259,137</b> | <b>235,298</b> | <b>23,839</b> |
| SFI1 - Strengthen National Societies                  |                |                | 0             |
| SFI2 - Effective international disaster management    | 37,368         | 20,083         | 17,285        |
| SFI3 - Influence others as leading strategic partners |                |                | 0             |
| SFI4 - Ensure a strong IFRC                           | 18,787         | 1,883          | 16,904        |
| <b>Strategy for implementation Total</b>              | <b>56,155</b>  | <b>21,965</b>  | <b>34,190</b> |
| <b>Grand Total</b>                                    | <b>315,292</b> | <b>257,264</b> | <b>58,028</b> |

# DREF Operation

FINAL FINANCIAL REPORT

| Selected Parameters |                |           |          |
|---------------------|----------------|-----------|----------|
| Reporting Timeframe | 2020/2-2020/10 | Operation | MDRPK018 |
| Budget Timeframe    | 2020/2-2020/7  | Budget    | APPROVED |

Prepared on 23/Nov/2020

All figures are in Swiss Francs (CHF)

## MDRPK018 - Pakistan - Severe Winter

Operating Timeframe: 05 Feb 2020 to 31 Jul 2020

### III. Expenditure by budget category & group

| Description                                 | Budget         | Expenditure    | Variance      |
|---|----------------|----------------|---------------|
| <b>Relief items, Construction, Supplies</b> | <b>243,321</b> | <b>218,625</b> | <b>24,696</b> |
| Shelter - Relief                            | 51,359         | 30,668         | 20,690        |
| Clothing & Textiles                         | 7,418          | 6,844          | 574           |
| Water, Sanitation & Hygiene                 | 2,160          | 2,061          | 99            |
| Utensils & Tools                            | 6,104          | 6,614          | -510          |
| Other Supplies & Services                   | 2,629          | 2,387          | 243           |
| Cash Disbursement                           | 173,652        | 170,052        | 3,600         |
| <b>Logistics, Transport &amp; Storage</b>   | <b>12,207</b>  | <b>6,393</b>   | <b>5,814</b>  |
| Storage                                     |                | 462            | -462          |
| Distribution & Monitoring                   | 4,695          | 111            | 4,584         |
| Transport & Vehicles Costs                  | 7,512          | 5,821          | 1,691         |
| <b>Personnel</b>                            | <b>16,727</b>  | <b>6,437</b>   | <b>10,289</b> |
| National Staff                              |                | 2,479          | -2,479        |
| National Society Staff                      | 6,210          |                | 6,210         |
| Volunteers                                  | 10,517         | 3,958          | 6,559         |
| <b>Consultants &amp; Professional Fees</b>  |                | <b>1,523</b>   | <b>-1,523</b> |
| Consultants                                 |                | 1,523          | -1,523        |
| <b>Workshops &amp; Training</b>             | <b>2,504</b>   | <b>265</b>     | <b>2,239</b>  |
| Workshops & Training                        | 2,504          | 265            | 2,239         |
| <b>General Expenditure</b>                  | <b>21,290</b>  | <b>8,318</b>   | <b>12,972</b> |
| Travel                                      | 20,771         | 6,929          | 13,842        |
| Information & Public Relations              | 188            | 363            | -176          |
| Office Costs                                | 125            | 119            | 6             |
| Communications                              | 207            | 115            | 92            |
| Financial Charges                           |                | 446            | -446          |
| Other General Expenses                      |                | 346            | -346          |
| <b>Indirect Costs</b>                       | <b>19,243</b>  | <b>15,702</b>  | <b>3,542</b>  |
| Programme & Services Support Recover        | 19,243         | 15,702         | 3,542         |
| <b>Grand Total</b>                          | <b>315,292</b> | <b>257,264</b> | <b>58,028</b> |