



RAPID INSIGHTS: LESSONS FROM PAST EVALUATIONS- PAKISTAN FLOODS

1 SEPTEMBER 2022

INTRODUCTION

A RAPID DESK REVIEW WAS CARRIED OUT BY GENEVA'S STRATEGIC PLANNING AND MONITORING HUB USING THE IFRC EVALUATION DATABANK TO FOCUS ON EVALUATIVE INITIATIVES RELATED TO PAST FLOODS IN PAKISTAN. THE IDEA BEHIND THIS EFFORT IS THE QUICK CAPTURE OF LESSONS LEARNED THAT COULD BE VITAL IN PREPARING AND ADDRESSING THE CURRENT FLOODS AFFECTING PAKISTAN, AS WELL AS TO SERVE AS PART OF ANY DESK REVIEW FOR ANY UPCOMING EVALUATIVE INITIATIVES. IT IS CLEAR THAT THIS REVIEW WILL NOT INCLUDE ALL THE DOCUMENTS AVAILABLE ON THE PAKISTAN FLOODS, BUT IT IS HOPED THAT THE QUICK CAPTURING OF THESE LESSONS LEARNED WILL PROVIDE AN OVERVIEW THAT COULD HELP THE OPERATION IN CAPITALIZING ON OPPORTUNITIES, AS WELL AS ASSISTING IN UNDERSTANDING ANY POTENTIAL BARRIERS/CHALLENGES IN SUCH AN OPERATION.

APPEAL HISTORY

4 FLOODS IN THE PAST 15 YEARS

	2007	2010	2014	2022
DREF	CHF 250,000	CHF 250,000	CHF 299,798	CHF 481,058
			24,500	>30,000
Preliminary EA	CHF 10.3 million	CHF 17 million		
	98,000	175,000		
EA/ Revised EA	CHF 21.3 million-REA	CHF 75.8 million-EA	CHF 2.8 million-EA	
	360,500	910,000	227,500	

As can be seen also in 2022, Pakistan remains highly vulnerable to climate change. Similar regions have been affected every year. Based on past experience, efforts have been made by PRCS to develop contingency plans in the areas of relief, health and care services, water and sanitation services, psycho social support and restoring family links.

MANDATES *



- ✓ **PRCS HAS ITS HEADQUARTERS IN ISLAMABAD AND OPERATES IN 7 BRANCHES NATIONWIDE (PUNJAB PROVINCIAL BRANCH, SINDH PROVINCIAL BRANCH, KPK BRANCH, BALOCHISTAN PROVINCIAL BRANCH, AJK STATE BRANCH, FATA BRANCH AND GILGIT BALTISTAN BRANCH).**
- ✓ **OPERATES NATIONWIDE COVERING CONFLICT AND NON-CONFLICT AREAS.**



- ✓ **IFRC PROVIDES TECHNICAL SUPPORT AND ARRANGES FINANCES FROM THE INTERNATIONAL COMMUNITY FOR PRCS OPERATIONS.**



- ✓ **OPERATES FOR THE MOST PART IN CONFLICT AREAS (MOSTLY IN FATA AND BALOCHISTAN), WITH SOME ONGOING PROGRAMMING IN OTHER PARTS OF THE COUNTRY. ICRC HAS ONGOING PROGRAMMING IN AJK IN MINE RISK EDUCATION, RFL AND FIRST AID.**

SUCCESSSES

- ✓ PRCS KNOWN TO BE EARLY IN ARRIVAL TO DISASTERS AND LAST TO LEAVE WHICH HAS BEEN APPRECIATED BY COMMUNITIES.
- ✓ TRANSPARENCY WITHIN SUCH OPERATIONS. WELL APPRECIATED BY COMMUNITIES, PRCS STAFF AND VOLUNTEERS.
- ✓ GOOD COORDINATION WITH DISTRICT GOVERNMENT
- ✓ QUALITY OF FOOD IN DISTRIBUTIONS TENDED TO BE HIGH (LAB TESTING OF FOOD ITEMS)
- ✓ POST DISTRIBUTION MONITORING IMPORTANT IN GETTING COMMUNITY FEEDBACK AND IMPROVING TRANSPARENCY OF SELECTION CRITERIA PROCESS.
- ✓ GOOD PROCEDURE FOR THE PROCUREMENT OF NFIS. EVERY ITEM HAS ITS OWN SPECIFICATION AND NHQ AND IFRC USE THIS SYSTEM WHEN PLACING ORDERS.
- ✓ GOOD DEVELOPMENTS IN CASH TRANSFER PROGRAMMING FOR FLOOD-RESPONSE OPERATIONS.
- ✓ COORDINATION FRAMEWORK THAT PUT PRCS AS THE LEAD AGENCY IN COORDINATION OF THE MOVEMENT RESPONSE TO FLOODING.

CHALLENGES

- ✓ SOLID CONTINGENCY PLANS, BUT IMPLEMENTERS (INCLUDING DM) WITHIN PRCS WERE NOT ALWAYS INVOLVED IN THE DESIGN AND DEVELOPMENT OF THESE PLANS.
- ✓ LOGISTICS STILL FOUND TO BE AN AREA FOR IMPROVEMENT IN OPERATIONS IN 2015.
- ✓ DEPLOYED TEAMS DID NOT ALWAYS HAVE THE TRAINING THEY NEEDED FOR THE EMERGENCY (ESPECIALLY IN BENEFICIARY SELECTION)
- ✓ SOPS ON THE SELECTION OF BENEFICIARIES WERE NOT ALWAYS FOLLOWED, AND AT TIMES DECISIONS WERE MADE BASED ON INDIVIDUAL JUDGEMENT.
- ✓ A MORE GENDER-BASED APPROACH IN DEPLOYMENT TEAMS AS WELL AS IN TRAININGS SHOULD BE CONSIDERED IN VIEW OF THE PROFILES OF AFFECTED POPULATION (WOMEN, CHILDREN, ELDERLY, DISABLED AND MARGINALISED COMMUNITIES).
- ✓ REVIEW NFIS AND ENSURE THAT THEY ARE SUITABLE TO THE CONTEXT (ENVIRONMENTAL CONDITIONS).
- ✓ ALTHOUGH QUALITY OF FOOD WAS GOOD, IMPORTANT THAT QUANTITY OF FOOD DISTRIBUTION BE REVIEWED SO THAT IT IS ACCORDING TO THE SIZE OF RECIPIENT FAMILIES.
- ✓ BRANCHES REGULARLY AFFECTED BY FLOODS ARE NOT ALWAYS FINANCIALLY SUSTAINABLE WHEN THESE DISASTERS HIT.
- ✓ INCREASE MEDIA COVERAGE OF DISASTERS AT NOT ONLY INTERNATIONAL, BUT ALSO NATIONAL AND PROVINCIAL LEVELS.

KEY LEARNINGS-ANALYSIS AND PLANNING



ANALYSIS AND PLANNING

Structure and Processes

- Strengthen logistics department and systems.
- Similar to national contingency plans, PRCS HQ should increase involvement of district branches and field staff in the provincial level contingency plans.
- Improved coordination and planning between PMER and DM teams.
- Focus on a demand driven operation, rather than a supply driven one. At present this occurs in reflection of limited resources and donor dependency in emergency operations.
- Integrated recovery programme considered in future to cover destitute families.

Protection, Gender and Inclusion

- Promote gender balance in trainings and deployments.



CEA

- Include CEA into appeals, needs assessments and planning from the outset of an emergency response.

Pre-Disaster Meetings and Agreements

- Ensure that roles, responsibilities and procedures at all levels (Geneva, region and country office) are clear in the disaster response.

KEY LEARNINGS-OPERATIONAL CAPACITY



Capacity Building

- Regular trainings on management of operations needed for PRCS HQ and IFRC, ICRC, PNS field staff.
- Training of deployed staff and volunteers key in selection criteria of individuals in emergency response interventions.
- PMER to provide comprehensive trainings to monitoring teams deploying out.
- IFRC/PRCS PHAST learning and sharing as well as sessions/workshops around Pakistan.

NS Specific Areas of Intervention

- Align food distributions with agreements made with donors. Policy should be developed
- Food distributions should be needs based and not time bound. Look at cash transfer options.
- Waterborne diseases mostly affected the disaster hit communities , so a WATSAN facility may want to be considered in future flood response operations.
- Increase focus on livelihood activities during emergency phase to help empower affected population.

Beneficiary selection

- Ensure SOPs for selection of beneficiaries in emergency response interventions are followed, and proper identification of individuals made during assessments.

IM

Develop stronger IM and documentation systems.

NS capacity

Assess the needs assessment capacity of National Societies and the IFRC secretariat in the initial planning of major disaster responses and any related needs for surge capacity and/or the creation of an enabling environment to collect and analyse sufficient information in a timely manner.

Capacity Building

- Provide PRCS DM and related staff with refresher trainings (including assessments).
 - Promote gender balance in PRCS trainings and deployments.
 - Support PRCS PMER on its data collection and analysis tools, especially in relation to activity-based monitoring (ex. beneficiary selection tool).
 - IFRC/PRCS PHAST learning and sharing as well as sessions/workshops around Pakistan.
- should coordinate

Cash Transfer Programming

- Cash transfer programming is a good response to use for food interventions when market conditions permit. This approach should continue to be integrated into contingency plans.
- Monitor and ensure that all donations (including bilateral) meet IFRC/PRCS standards.

IM

Develop stronger IM and documentation systems.

KEY LEARNINGS-OPERATIONS SUPPORT



Logistics, Procurement and Supply Chain

- PRCS to develop a formal policy to ensure that all donations (including bilateral) meet IFRC/ICRC standards as per catalogue.
- Review of PRCS stock strategy to ensure that non quality items (such as tent poles) are replaced with quality items.
- Ensure that NFI list in contingency plans are adapted to what is needed in the geographical zone (local requirements and customs).

Communications

- Seize opportunity (engage spokespersons) to take advantage of local and international media to raise awareness to highlight issues and position itself as a major player on the humanitarian scene.



Logistics, Procurement and Supply Chain

- Ensure that IFRC standards for quality of food items remain for emergency food procurement.
- Important to maintain adequate staffing in procurement within the logistics department in view of role they play in emergencies and in order to not overburden PRCS staff.
- Relax logistical and financial policies and procedures to allow for a faster response in emergencies.

Finance and Admin Policy and Emergency Procedures

- Ensure that there is a good understanding by deployed staff of the financial guidelines and systems during an emergency.

KEY LEARNINGS-COORDINATION



COORDINATION

- Better relations with district Government, especially on mobile health units.
- Better coordination between PMER and DM teams in emergency operations.



COORDINATION

- To ease tensions, important that IFRC and ICRC find ways to work within their differences in policies and opinion on appropriate roles and practices in floods operations.
- RC/RC Movement undertake further internal inter-agency consultation, followed by consultations with the UN, to identify acceptable ways to improve coordination with other humanitarian actors in Pakistan without compromising the Fundamental Principles.
- Review the triggers within the IFRC secretariat which allow the support provided to the Shelter Cluster secretariat during such emergencies.
- IFRC should promote the need for a minimum hub/field level coordination with agencies such as UN Habitat, to support residual shelter relief operations.

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RESOURCES

- [HTTPS://WWW.IFRC.ORG/MEDIA/13730](https://www.ifrc.org/media/13730)
- [HTTPS://WWW.IFRC.ORG/MEDIA/13728](https://www.ifrc.org/media/13728)
- [HTTPS://WWW.IFRC.ORG/MEDIA/13731](https://www.ifrc.org/media/13731)
- [HTTPS://WWW.IFRC.ORG/MEDIA/14039](https://www.ifrc.org/media/14039)
- [HTTPS://WWW.IFRC.ORG/MEDIA/13733](https://www.ifrc.org/media/13733)
- [HTTPS://WWW.IFRC.ORG/MEDIA/14015](https://www.ifrc.org/media/14015)
- [HTTPS://WWW.IFRC.ORG/MEDIA/13915](https://www.ifrc.org/media/13915)



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