



# HUMANITARIAN RESILIENCE JOURNAL

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Risk Management in  
Local Humanitarian Actions





The flagship regional platform of Asian Preparedness Partnership (APP), was founded by six countries of Asia including Pakistan for improving the preparedness and emergency response to disasters by strengthening the capacity of local humanitarian actors. The initiative is being implemented by Asian Disaster Preparedness Center with support from the Bill and Melinda Gates Foundation.

In line with the regional initiative, Pakistan Resilience Partnership (PRP) was established in 2018, under the umbrella of NDMA. The objective of the PRP is to improve the interface and partnership between PRP partners namely government, local humanitarian organizations, private sector, media and academia for enhancing their capacities through partnerships, knowledge resources, training, and networking opportunities. The Pakistan Resilience Partnership is contributing towards strengthening the disaster preparedness and emergency response capacity at national and local levels in disaster-prone areas within the country. The PRP strategy aims to develop the local humanitarian networks comprising of National Governments, Local Humanitarian Organizations, Private Sector, Media and Academia, which will result in enhanced coordination and information exchange, during the period of emergencies caused due to disasters.

# PREFACE

Humanitarian Resilience Journal is a biannual magazine published with the support of Asian Preparedness Partnership (APP) under the umbrella of Pakistan Resilience Partnership (PRP). This initiative has been undertaken to bring forward different perspectives on the general humanitarian landscape of Pakistan. Each issue of the journal is dedicated to a specific topic of national importance. The contributions to this journal are purely on volunteer basis.

The seventh issue of the journal focuses on the challenges, risks and their mitigation measures in a localized humanitarian response in the country. The writers have discussed different dimensions of this overarching theme, challenges and bottlenecks, and the way forward. The views, opinion and interpretations expressed in this document are those of the authors and do not necessarily reflect the official policy or position.

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# Adopting the Risk Register Approach

## How to Identify, Prioritise and Resolve Risks Emerging within a Humanitarian Organisation: A Case Study of Action Against Hunger in Pakistan



**Asim Ghafoor**

Humanitarian organisations operate within a unique environment combining constantly evolving disaster contexts and requiring compliance with a large number of rules and regulations – by national governments, donors, international rules/treaties and internal regulations. As a result of this, their risks are ever changing and multifaceted<sup>1</sup>.

According to the International Organisation for Standardization (ISO) 31000, “Risk is an effect of uncertainty on objectives”. It is common to think of risk as what might go wrong in an organisation. But a more precise definition of risk is “the effect of uncertainty on an organisation’s objective”. Potential risks come and go, or evolve, as an organisation’s internal dynamics fluctuate, and as the external environment which it operates changes. Keeping abreast of the risk that may affect your organisation must therefore be an ongoing activity<sup>2</sup>.

Risk management is a formalized system for forecasting, weighing, and preparing for possible risks in order to minimize their impact. Risks can be categorized as per the context of every humanitarian organisation’s objective. Broad categories of Risks are shown in Figure 1.

Humanitarian organisations in Pakistan are working in areas to support the government. All global governments require support to reach the full welfare of their citizens, as clearly identified within

the approach of all countries to participate in the Sustainable Development Goals initiatives. Humanitarian Organisations are supporting the Government of Pakistan to achieve the sustainable development goals, and equally to mitigate and respond to disasters.

Humanitarian organisations faces numerous risks in Pakistan, these risks have the potential to disrupt the achievement of their strategic and operational objectives. Key resources of every humanitarian organisations are its human resources, physical and intangible assets, financial resources and its image and reputation.

Action Against Hunger (ACF) is working in Pakistan since 1979 and operational in areas that have been periodically exposed to recurrent disasters (flood, drought, and earthquakes), low human and social development indicators, highly food insecurity, malnourishment and poverty.

ACF is implementing a strong Risk Management Policy to mitigate and manage the potential risks pertaining to humanitarian work in Pakistan. The following risk management steps are being followed.

1. Collective and Cross-sectorial Risk Identification,
2. Risk Analysis,
3. Risk Treatment, and
4. Risk Monitoring and Review

<b>Safety</b>	Accidents or disease.
	Road accidents, Fire in office.
<b>Security</b>	Violence or crime.
	Kidnapping of staff, Deteriorating law and order situation.
<b>Fiduciary</b>	Resources not used as intended.
	Fraud, theft, bribery.
<b>Legal</b>	Non Compliances of laws/regulation.
	Violation of labor law etc.
<b>Reputational</b>	Action, information or perceptions damaging to intergirty or credibility.
	Negative media stories.
<b>Information</b>	Data loss, breach or misuse.
	Breach of personal data or other sensitive information.
<b>Operational</b>	Inability to achieve objectives.
	Human error, Capacity deficits.

Figure1: Risk Categories<sup>3</sup>

Action Against Hunger believes that every staff member has the responsibility to report a risk. To facilitate this in Pakistan, an Online Risk Reporting Tool (a simple form on smart sheet application) is being used which provides pertinent information (e.g. Risk statement, proposed mitigation plan and risk trigger date) to the Risk Management Working Group (RMWG) comprised of senior management. The risks reported by internal ACF staff and external stakeholders are recorded within the Mission Risk Register (MS Excel based). The purpose of this risk register is to hold and store all the risk information that is generated in risk management process. The RMWG analyses these, categorises them, prioritises them and refers to the relevant Head of Department for their rectification plans. The risk register format facilitates this prioritisation, categorisation and management. In terms of categorisation, three terms are used - critical, high and low. In terms of prioritisation, this is performed by the RMWG based on their analysis of each case. The actions decided could include – transfer (shifts the impact of the threat to as third party, together with ownership of the response), tolerate (acknowledge the risk, but do not take any action unless the risk occurs), treat (act

to reduce the probability of occurrence or the impact of the risk) or terminate (eliminate the threat to protect the project from the impact of the risk). The RMWG discusses these recorded risks on regular intervals – after every two months to monitor new reports, and track the progress of rectification against existing reports.

Risk management system does not deal with the Fraud and PSEA (Policy for Sexual Exploitation and Abuse) related issues, such issues are managed through ACF’s separate reporting mechanism.

This sound risk management process is helping ACF in managing and mitigating the associated risks proactively. This process is promoting a Risk Management Culture within the organisation where every staff is accountable of his/her professional actions and deeds. The ACF Pakistan approach (Figure 2) to manage “Risks” can be adapted as model approach by different humanitarian organisation working in Pakistan to create a culture of self-accountability and transparency in the humanitarian work.

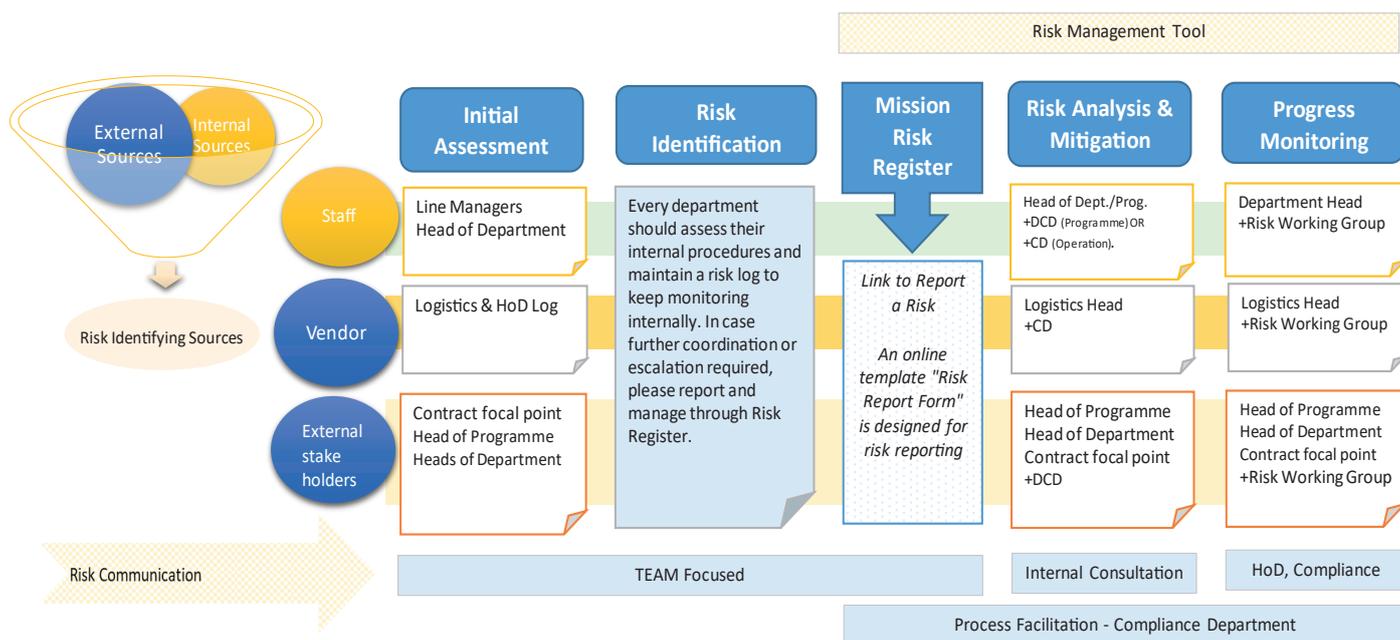


Figure2: Risk Management Process ACF Pakistan

1 Adapted from Australian Government. (2008). The Principles of Effective OHS Risk Management. Retrieved from Weebly:

2 [http://wlcheung.weebly.com/uploads/2/0/6/1/20613982/the\\_principles\\_of\\_effective\\_ohs\\_risk\\_management\\_ohs\\_61\\_dec05.pdf](http://wlcheung.weebly.com/uploads/2/0/6/1/20613982/the_principles_of_effective_ohs_risk_management_ohs_61_dec05.pdf)

3 Risks mentioned are the ones that may hinder the organizational performance/operations, however, these do not take into account the external risks to the communities like climate change, disasters for which humanitarian organizations initiate programs in the field.

## Duty of Care: The Foundation for Managing Risks in Humanitarian Actions



Fahim Khan

Local humanitarian organizations are the frontline agencies that respond to the needs of the local communities. Due to their ground presence and community networks, local organizations have good acceptance at the community level, have a better understanding of the local context, and have better access in terms of assessing the needs of the local communities and responding to their needs.

Local civil society organizations, especially humanitarian organizations, face many challenges and constraints when it comes to implementation on the ground, primarily due to dependence on external donors or intermediary organizations. These organizations do have the necessary skills and technical capacity to implement projects but lack the financial resources and therefore have to rely on the external source of funding.

In recent years the importance of the local actors has been recognized at the international forums and donor organizations, and therefore, significant progress has been made in this regard with initiatives like localization of Aid after the world humanitarian summit.

The International Council of Voluntary Agencies (ICVA) defines localization as a process where international humanitarian actors shift power and responsibilities of development and humanitarian aid efforts towards local and national actors while fully supporting humanitarian needs. The Charter for Change and the Grand Bargain agreements attempt to engage INGOs with their local and national counterparts to create actionable agendas towards localization. Similarly, six core components of localization are Partnerships, Funding, Capacity, Coordination and Complementarity, Policy, Influence and Visibility, and Participation.

Despite the progress in the localization of Aid through the local actor, there is still a lot to achieve the desired objectives.

The local organizations are recognized as the critical component of humanitarian assistance, yet their due recognition in partnership and funding is yet to be achieved.

This article highlights the importance of the local actors in humanitarian assistance and the challenges they face in day-to-day functions during the implementation at the field level.

Although the local organizations are termed as partners in partnership agreements that require equality in terms of implementation and risk-sharing, it is not observed in practice. Following are the key challenges in relevance to the duty of care:

### i. Partnership:

- Casual labor-like arrangements (no job security for the staff) due to short-term projects.
- No work norms for the local staff, which is expected to perform in the most challenging environment out of the way to achieve the project objectives.
- Glorification of self-sacrifice for the workers of the local actors from Intermediaries especially encouraging working on weekends and other holidays to raise the performance of the staff of the intermediary organization who is overlooking that partner organization.
- Greater exposure to risk (risk transfer from international counterparts and intermediaries)
- Limited insurance coverage; mostly not covering health insurance.
- Stigmatization of the organizations whose workers lose life in the line of duty where the intermediaries and organizations provide no support to deal with the situation.
- Extremely tight budget with no flexibility to counter any unwanted situation, tight staffing that can hardly manage the activities, budget cuts by the donor agencies in proposed budgets submitted by the local organizations, and low salaries despite the challenging environment and hard work areas. No housing or compensatory allowance in the budgets making it difficult to have qualified and skilled staff
- No compensatory reward in the budget for staff who work on off days, holidays, and weekends. The organization's policies are overruled by the intermediate's policies in most cases. (if the organization has its policies of compensatory

allowances like overtime, travel allowance, or night stay, there is no budget for that in the agreement to allow this)

- No provision of resources for organizational capacity development and no support for the head office/core staff involved in the project's backstopping and implementation. Additionally, the budget released on a reimbursement basis expects nonprofit organizations to work as for-profit organizations or contractors.
- Budgets or agreements not susceptible to change or amendment as per the need on the ground or due to change in the situation or developing needs as evident in the COVID outbreak.
- Year marked funding leaving little space for both intermediaries and the local actors to respond to new situations or needs.
- Cost extension (even due to a situation beyond the local organization's control) is considered a fault or termed as the organization's incapacity leaving them with the only way of no-cost extension, which in most cases is also the cumbersome process.
- Unbalanced bargaining power while negotiating the contracts with donors/intermediaries (the approach of Take it or leave it ).
- Subcontracting relationships instead of partnership where the wellbeing of the staff is less important than the targets of the projects.
- Limited access to resources and experts on mental health and work-related stress management.
- Agreements activation linked with the NOC acquisition by the partner organization, leaving the staff stuck for more than a month without any financial obligations. Resulting in the loss of qualified staff who opts to go for a running project instead of waiting without salary
- Signing agreements or letter of intent with more than one organization for the same project and activation of agreement of the one that gets the NOC first. An organization is selected based on technical capacity, and setting such examples puts aside all the capacity assessment and due diligence process and puts the criteria of selection based on organizations that can secure the NOC by whatever means, which in turn can contribute to unhealthy practices and unhealthy competition between the organizations themselves.
- Culture of micromanagement of the local organizations, resulting in frustration and lack of trust between the intermediaries and the partner organizations.

## ii. Security:

- Local organizations operate in a high-risk environment where they are exposed to the local hazards, security situations and in the current situation, carry the risk of communicating disease.
- Local staff is exposed to harm and psychological stress while working in such an environment where no respite is given most of the time.
- The intermediaries have a clear policy on security where in case of any risk, the movement is restricted, but in the case of local actors, there is no concrete policy or guidelines, and local organizations are expected to operate with "Caution" there are no thresholds or minimum standards that apply to the local actors.
- Lack of coordination between the partner organizations and the intermediaries where security information sharing is nonexistent and dealt as internal by the intermediaries.

## iii. Staff Health and Wellbeing

- The projects are mostly short-term and deliverable orientated, requiring performing duties beyond normal working time, especially in high-risk environments. The staff is required to work beyond normal duty hours and work on holidays and weekends, resulting in a high-stress situation. Staffing is tight, and therefore leave postponement has become a common practice in response to increased workload.
- Gender-responsive approach is lacking treating all as same with causal labor like approach. There is no incentive for the staff, leaving the organizations with very limited choice and affecting the quality of work and availability of qualified staff, especially females at the local level. Multitasking due to tight staffing is common where multiple tasks are performed by one person who can affect the quality of work and ultimately affecting the humanitarian cause.
- Staff benefits are limited, and mostly no benefits apart from life insurance and EOBI are provided. Health insurance is mostly not considered, and there is no compensation for the staff member who fell seriously ill or has an injury or physical harm. In the current situation of COVID, if staff acquires infection, there is no relief for him/her, there is no support for the families of the staff who has to suffer. Due to tight budgets, there is no contingency allowed to replace the staff without affecting his employment prospects.
- There is a huge discrepancy in salaries and

leave provision in comparison to the intermediaries, the local staff work in a far more challenging environment, are exposed to risk, and are vulnerable to physical harm, but the salary structure is very unattractive, resulting in the reluctance of qualified staff to work on such salaries.

- No psychosocial support for the staff or families in high-risk areas. No flexibility or rotation policy.
- There is mostly no provision of staff accommodation and very low budgets for field staff where it becomes quite challenging to have safe and secure premises within high-risk areas resulting in additional stress on the staff who feel vulnerable.

#### **iv. Working Environment**

- Short-term projects and tight budget and staffing result in high stress and workload on the staff. Additional pressure is built by frequent and short notice demands of tasks and responses by the intermediaries resulting in additional stress. It is unrealistic to assign additional tasks within the same resources and expect that it would not compete with the actual project activities and resources.
- Work-life balance is extremely difficult to maintain in an environment where working beyond normal hours and working on holidays and weekends is expected.

#### **Recommendations**

- Institutionalization of Duty of care approach at all levels
- Review of the partner agreements and inclusion of duty of care aspects in the partner agreement as well as in the intermediary's policies.
- Fair and equal treatment of partner organization giving due weightage to the recommendations by the partner organization.
- Keeping partner organizations in the security information loop and advice in a timely manner
- Clarity on Health, life insurance adoption/policy.
- Accident coverage benefits/allowance.
- Child education/family support benefits in case of "death on duty"
- Minimum Wage slab to be identified
- Duty of Care guideline adoption mandatory in HR policy in the context of staff contract issuance.
- Staff security mandatory SOPs in place for the field visits.
- Staff boarding and logging minimum

standard while on the mission.

- Stop glorification the self-sacrifice of Humanitarian workers, especially glorifying continuous working and working on weekends.
- Collective advocacy with donors regardless of the organization of affiliation and advocating as a community for resources.
- Shifting with partners from the sub-contractor like a model to deeper partnership, where the focus is on risk-sharing rather than risk transfer
- Equitable partnerships with local organizations, where the resources and salaries provided to International actors and local actors' staff are logical with no major disparities to eliminate the inferior and superior human's feelings.
- Multiyear funding approach to enable organizations to sustain and ensure staff retention and job security.
- Flexibility in budgeting and susceptibility to change due to changing situations and scenarios. Mobilization advance in reimbursement projects to support local organizations at startup.
- High-risk area allowances and benefits to give additional incentive to the staff and enable the organizations to deploy the most relevant and qualified staff on the ground.
- Working in partnership and collaboration approach where both the donor and the partner organization complement each other rather than instruct and deliver approach.
- Output based approach and trusting the partner organization to build the environment of mutual trust and confidence.
- Institutional capacity building of local organizations providing support to the qualified and capable but resource-starved organizations to deliver effective and has sustainable outcomes by building the capacity of local partners and ensuring access to resources.
- Incorporation of costs of security for Humanitarian organizations working in risky environments and additional allowances in salaries.
- Investing in the culture of the wellbeing of organizations.
- Voluntary target setting and reporting from the UN agencies and other intermediaries on institutionalizing the duty of care in their partners.
- Finding ways to mobilize resources for the contribution of the field staff to pensions mechanisms like EOBI beyond the project's life.
- Sensitizing the UN agencies and

Intermediaries on the need of having a bit flexible number of the staff members to have a space for days off of the staff who do not feel well, and to provide weekends off to all team members.

- Make the duty of care a permanent agenda point of every credible policy level discussions and forums to keep the discussions going; it's about all of us, whether local, International, UN, or Red Crescent/Cross.

Based on the discussion, it is eminent to have a uniform policy or a proper partnership framework to address the genuine concerns of the local organizations. The duty of care approach will not only reduce risks to the humanitarian actors, but will also assist in effective and timely humanitarian assistance to the people in need.

## Risks to Humanitarian Workers in Disasters



Wajahat Ali Farooqi

Pakistan is prone to multiple natural hazards, such as earthquakes, droughts, floods, landslides and cyclones. There has been an extraordinary increase in the frequency and severity of these calamities over the past couple of decades. Earthquake 2005 and floods 2010 are unprecedented in terms of loss of lives and damages. The drought spell over the period of 2000 to 2015 in Balochistan and Sindh affected millions of people including their livestock and resulted into massive migrations. The Glacial Lack Outburst Floods (GLOF) in GB had such severe impact that it changed the map of valley overnight.

Amidst all of this, there exists a continuous struggle of the humanitarian workers to help and support people live; who otherwise have lost their strengths and capacities to stand back when get affected by such disasters. A humanitarian worker; perhaps a father, a mother, a husband or wife, or may be a son or daughter or perhaps all; is someone who rushes to the affected places immediately and urgently. He or she argues, gets frustrated and many a times even fights with his/her bosses, management even government authorities so that he/she can gain access to affected population and is able to provide the required humanitarian assistance. In a material world, against all of his/her efforts, he/she gets a remuneration; an amount that may fulfil his/her family needs of survival. The pertinent question here is if this humanitarian worker loses anything; after all, they are paid for the work they do; just like many others. The answer can be tricky and can always be cross-argued but the fact is that no remuneration, monetary or non-monetary benefit can be the price of a human life. Unfortunately, a humanitarian worker is at the risk of losing his/her life in the line of duty.

The after effects of disasters itself, coupled with human induced negative interventions play with the lives of such workers. Committed to "No Weapon Policy" with no association or biases with or towards any specific group or community, a humanitarian worker becomes an easy target when any non-state actor wants to make a statement or has a narrative to be spelled to authorities. This very same humanitarian worker is seen suspicious by many others too, for unjustified political and non-political reasons. And if remains safe from such extreme

scenarios, the top risk of losing life in a road accident continues to follow them wherever they go. Risk of such accidents actually is higher for these workers mainly as they are more exposed to such dangers because of the nature of their jobs; which requires extensive travelling and to high-risk areas. The most lucky ones who managed to survive all such risks; still may not be able to keep themselves safe from other dangers such as dehydration (the most common), dengue, malaria, hepatitis, uric acid, anxiety, depression and now the worst, COVID-19. Almost each front-line humanitarian worker becomes victim of such deceases at least once in their career while serving the communities.

With the myriads of challenges and risks to a humanitarian worker's life, there exist weak and disappointing responsive and supportive measures. The international organization may be a bit better but still not there; whereas the local and national organizations have had obvious failures. Safety and security protocols are outdated; if ever exist in few organizations. Insurance policies and procedures do not cover some serious issues and concerns. State authorities already remain suspicious of humanitarian actions and work. Proper and focused training is hardly provided to such frontline workers. And on the top of all; majority times those with highest exposure to such risks and most seen doing the hard job in the communities are the least paid ones; well, after all they are juniors!!!!

There is a strong need to streamline the HR policies and procedures. Higher the risks, higher should be the returns. The salaries and benefits are not the value of experience only (or years of staying in the specific sector or a certain position); they also are directly related to two more dimensions:

- 1) Value of the work that each of the staff shall add at a certain position for the organization and communities
- 2) What level of risk and exposure to risk a certain position shall have?

Unfortunately, majority of our HR Officials consider it a success to have recruited a needy-jobless worker at minimum possible salary; which honestly is not

success as an HR professional but yes, may be a great success of a shopkeeper who tries to get maximum benefit from a certain deal.

Similarly, organizations and government need to come together to regulate the humanitarian work; not just with a perspective of controlling the funds and emergency responses but particularly to ensure the safety and security of these many humanitarian workers who are risking their lives in every crisis to serve those who are most in need. The worst is that majority of times these humanitarian workers are not in a position to raise their voices; just because there are many jobless individuals who are available to replace the existing dissatisfied lot; so why bother!!!!

# Risks and their Management: School Based Disaster Risk Management (SBDRM)



Shoaib Haider



Syed Israr Ali



Dawood Iftakhar

## Introduction

Pakistan is among countries that are prone to natural as well as man-made disasters. Floods, earthquakes and violent weather-related catastrophes put Pakistan on the 7th climate risk index and make it the costliest country for response and recovery from disasters. Pakistan has a rich history of terrible incidents of student casualties during earthquakes, floods and other emergency situations in schools. The 2005 earthquake killed 18,000 children and 900 teachers, destroyed approximately 7,489 schools, the APS terrorist attack killed 149 students and teachers and the century flood 2010, damaged more than 10,000 schools are the evidences to the fact.

In Pakistan, one of the main factors of the slow progress on Millennium Development Goals (MDG) targets for education indicators was a series of natural disasters, along with political events which affected the country during the past 7-8 years. During the last decade more than 20,000 schools were damaged or affected by natural and man-made disasters; remaining schools served as temporary shelters for the affected families for varied duration of time. Schools and educational activities were adversely affected and progress in educational indicators slowed.

This vulnerability of the country has made the governments to start focusing towards increasing investment in the preparedness of communities, including schools, to not only enhance their resilience to cope with the future disasters but also to reduce the financial burden on the economy as a result of the damages owing to the lack of preparedness, response capacity and necessary skills among communities in emergency situations.

## Why School Safety

Children are amongst the most vulnerable group and they are the possible victims during disaster. Most of the school's buildings are not built as per the prescribed building codes and also lacking seismically safe construction designs causing massive damages to property and life. Safe schools can save students' lives. A safe school can provide a safe space for the present and the future

generations of children to live and grow. Investment in safe schools have multiple benefits as schools can also be used as 'safe havens' for shelter and relief activities during and after a disaster, frequencies of which are increasing every day. Teaching school safety and DRR aspects to children is a good investment as children often have a high capacity of learning.

Furthermore, if education is supported before, during and after a disaster, it can save lives, protect children from any kind of disaster and also benefit the whole communities. Schools can have a catalytic effect on strengthening humanitarian effectiveness, reducing vulnerabilities and supporting risk mitigation for future hazards. Additionally, while the cost of education can be high during emergencies, such costs can be minimized with investment to ensure that education systems are less vulnerable, also local schools are better prepared to bounce back from emergency and return children to learning as soon as possible.

## Pakistan Commitment to Integrate DRR in Development Planning

Pakistan has made certain commitments to integrate DRR into long-term development planning. The National Disaster Risk Reduction Policy 2013 and National Disaster Management Plan (2012-2022) including a roadmap for disaster risk reduction are among the most important guiding document that place a lot of emphasis on School-Based Disaster Risk Reduction and Management (SBDRR /SBDRM). Additionally, in line with its global commitments on Comprehensive School Safety Framework (CSSF), National Disaster Management Authority (NDMA) in partnership with all key stakeholders developed Pakistan School Safety Framework (PSSF), a highly welcome step in ensuring mainstreaming School Based Disaster Risk Management. The main purpose of the PSSF is to provide policy guidance and to set standards for the implementation of comprehensive school safety at national, provincial, district and school levels.

## Measures Taken by KP ESED for Mainstreaming SBDRM

Khyber Pakhtunkhwa is predominantly mountainous region with 60% geographical area under the mountains (Hindukush-Himalayas) and it is the home of several water bodies, glacial reserves and rivers streams making the province rich in water resources. At the same time, the location and features of the province make it vulnerable to natural disasters such as floods, glacial outbursts, earthquake, landslides etc. The total population of the province is 30.53 million with 7.1 million under the age of eighteen.

The SBDRM has contributed positively in reducing vulnerabilities of students, education managers and mainstream school-based DRM by creating safe learning facilities, disaster management, risk reduction education across the province.

A number of vital steps have been taken by KP Elementary & Secondary Education Department (ESED) in reducing vulnerabilities of students and education staff. Some key steps are as follows;

- SBDRM steering committee has been reconstituted at the provincial level demonstrating strong will and commitment of the department to mainstream DRR into the systems. The committee has already started functioning and has taken important decisions for mainstreaming DRR in education sector.
- The ESED has notified that the Parent-Teachers Councils will also serve as School Disaster Management Committees with assigned roles. This is a key institutional step towards DRR mainstreaming into the education system. These committees are taking this initiative further at schools' level.
- 5-day master trainer and 2 teacher trainer manuals developed and owned by Directorate of Professional Development (DPD) and Directorate of Curriculum and Teachers Education (DCTE). KP education department is asking all new actors to use same manuals for teacher training.
- To build the capacity at district education department, 5-day Education manager training manuals developed and owned by DCTE and PITE. Education Managers have been trained across province through 05 days comprehensive training on DRR.
- A cadre of 23 Provincial Master Trainers on SBDRM is now available at apex teachers' training institute of the province Directorate of Professional Development (DPD).
- DRR related themes and topics have been

added into textbooks; English grade 6, 7 & 9 and Health & Physical Education grades 6, 7, 8.

- DRR Curriculum document (scope and sequencing and SLOs with value and skills) is developed and approved/notified by DCTE. This development of this document is led by a departmental committee comprising of DCTE, PITE, Text Book Board, Elementary & Secondary Education Department and Centre for Disaster Preparedness and Management (CDPM). Supplementary reading material on disaster risk reduction has also been developed for school children in the form of attractive story book and self-explanatory posters.
- Education department has developed a comprehensive strategy in shape of "Emergency Standard Operating Procedures (ESOPs)" to operationalize the Pakistan School Safety Framework (PSSF). The budget for the implementation of ESOP to the tune of PKR 25 million has been allocated.
- Under ESOPs, department established a School Safety Cell at Directorate of Elementary & Secondary Education Department (ESED). School Safety Cell provide a provincial coordination forum in which all relevant organizations work together to support the ESED to address school safety under the policy guidance of the Pakistan School Safety Framework (PSSF) and the KP Emergency Standard Operating Procedures (ESOPs).
- Disaster Management Committees are formed and notified at secretariat, directorate, district and school level throughout the province.
- The Provincial Disaster Management Authority (PDMA) has also formed a committee for SBDRM activities with nominations from ESED, HOPE'87, Rescue1122, Civil Defense and the Centre for Disaster Preparedness and Management (University of Peshawar).
- Vertical and horizontal linkages are established for SBDRM and CBDRM models with National Disaster Management Authority (NDMA), Provincial Disaster Management Authority (PDMA) KP, Rescue 1122, Civil Defence, academia and District Disaster Management Unit (DDMU) for an effective roll out of SBDRM/CBDRM implementation. Standardized tools (risk assessment tool, S/BDRM plan templates, training manuals, IEC materials and monitoring) have been developed and adopted by partners in implementing SB/CBDRM actions. Joint advocacy strategies (SBDRM/CBDRM) have been developed on DRR integration and increased public financing.

## Way Forward and Recommendations

The department identified lessons learnt and

recommendations during the course of implementation in collaboration with multiple stakeholders. It includes:

- Decisions pertaining to safe schools will only last with proper legislation through ACT of parliament, necessary policies and rules. For this, effective lobbying and coordination among different departments to work in synergy are crucial and much in demand as proposed by key stakeholders. A way forward is to ensure sustainability through legislation and through linking resources with the work of national stakeholders (such as NDMA) and provincial stakeholders (such as PDMA, MoE&SE, PSRA, P&D etc.). Legislation and policy making are two driving forces where the future projects need to focus more to ensure a legal binding for the schools to comply with Pakistan school safety framework and implement school safety procedures on a regular basis.
- Linked with the legislation, instead to only focusing on awareness raising and demonstrating DRR practices, the future projects need to focus more towards advocacy related activities in order to bring changes in the policies. Civil society organizations may best perform this role in partnership with the government departments.
- Disaster preparedness has an economic aspect. More of such case studies need to be documented for creating appetite for linking budget with planning and development for safer schools and community related sustainable work through legislation. Ideally, slowly mainstreaming DRR will not remain an additional financial burden. It will be possible within the recurring budgets. Financial experts need to be brought on board to prepare scenarios with existing examples to further promote good practices.
- Taking on board and sensitizing highest level of policy makers including Higher Education Commission / Departments may be an opportunity in the future projects. This will level the ground ultimately leading towards legislation and policy making to not only provide a safe learning environment to the students but also to equip them respond to the disasters effectively.
- Capacity building component of the school teachers, administration staff and others at local level (e.g. members of village councils, player leaders) should also be focused and deliberated upon how it will be rolled out at the community level. A multi hazard approach needs to be considered while designing future projects.
- Linked also with capacity development at various levels, the future project should focus on

bridging the gap between policies and implementation, infrastructural and non-infrastructural changes regarding retrofitting, repairing, and strengthening of existing school buildings to meet the international standards of disaster resilience. Especially financing of DRR needs to be established and simplified by adding resources in recurring costs.

- The Pakistan School Safety Framework is instrument in shaping the policy and implementation. A guidebook based on the framework that may be adopted at various level in provinces as well as the federation to make its way towards legislation smoothly as the framework carries the strength with all legal backups and protection. This way it will find its way in the legislation and policy domain. In addition, it is important that the framework becomes known among common masses from where demand may be generated for concrete measures for safer learning facilities. Pakistan may be presented as a case study in the region due to its efforts and achievements to mainstream DRR into schools in the form of Pakistan School Safety Framework.
- Pakistan leads in the region with the Pakistan School Safety Framework at national level Emergency Standard Operating Procedures and Operational Manual at KP level, DRR Curriculum (supplement) for grades I-XII. It is important to make these documents known to decision-makers and masses to create an ownership and appetite for DRR at various levels.
- KP government should have a monitoring mechanism within the government for monitoring of the schools. Moreover, future budgeting of the schools may be linked with the risks and limitations identified and consequently addressing these limitations require extra money. This will provide incentive to the schools to take it very seriously and work in that direction. The Planning and Development departments in the provinces may be brought into the loop for financing.
- Teacher education and training curricula shall include provisions to enable the teacher to address education in emergencies.
- Curriculum, especially of Social Studies, Geography, Languages, and Literacy shall include themes on emergencies, natural disasters and trauma management based on latest international best practices shall include information about response in an emergency or disaster

1 Global Climate Risk Index 2019 (David Eckstein, Marie-Lena Hutfils and Maik Winges )

2 National Plan of Action (NPA) to accelerate education-related MDGs 2013-16, GoP, UNICEF, UNESCO. Sep 2013

3 2017 Census of Pakistan 4 Education Fact Sheet: Khyber Pakhtunkhwa: <https://www.humqadam.pk/fact-sheets/kp/>

## Seven Afflictions in Thar: A Comparison of the Social Conditions



Shewa Ram Suthar

Tharparkar has always been a victim of several calamities. Every second or third year is declared drought in Tharparkar since last four decades. If there is a rainy season that reaches Tharparkar then the risk of lightning strike increases. These lightning strikes cause a lot of sudden deaths. In 2019, as the winter was approaching, there were 36 deaths due to lightning strike in one night besides, many animals including sheep, cows and goats also died. It was an unfortunate night in Tharparkar as the last rites (Funerals) were performed in 36 poor families at the same time. This has never happened before in Thar. After that, various rumors were assumed that the lightning was caused due to an artificial rain in India.

Every year in Thar there are great losses from fire incidents too, which makes the life of residents more difficult. In the hot summer when storms start with high winds, there is always bad news in the Thar desert. These incidents of fires are very high during summer days from April to July. Experts say it is a man-made disaster that leads from irresponsibility or negligence but in reality, no one wants their house to catch fire but coincidentally many incidents occur each year and as a result, many houses in the clusters catch fire in which their valuables like gold, silver, food ration, and domestic animals are burnt to ashes.

Another cause of concern in the area is suicide. Many people commit suicides every year in Tharparkar. In 2020 more than 80 people took their own life. This is a big number but majority including authorities did not care. According to data, observations, and evidence collected by the AWARE NGO, the highest number of suicides are committed by young people under the age of 30 (single men and married women).

Malnutrition is also a major problem due to which, a growing number of anemic women and low birth weight children are now a normal issue. According to the National Nutrition Survey conducted in 2011, the Global Acute Malnutrition (GAM) rate in Sindh Province is 17.5% and the Severely Acute Malnutrition (SAM) rate is 6.6%. The rate of chronic malnutrition, which can lead to stunting, is 49.8%. Tharparkar district has a GAM rate of 22.7% and a chronic malnutrition rate of 45.9%.

The people of Thar mostly believe in myths more than scientific facts. Women do not play a major role in

making decisions at the family level or in society. The myth that "women have an intellect in their feet" is strongly reflected in men as well as women who are deeply influenced by this superstition and other traditions. Therefore, under such societal influences and customs, women have barred themselves from becoming active citizens and becoming active towards the development of society, especially in general and personal development. Women's mobility in society is restricted only to work in the fields, family, or community. They work more than 15 hours including house chores, child caring, animal rearing, and working in fields. Clearly, their work generates income, but they have no role in deciding how to use the family earnings.

The general attitude of society towards women's issues such as health, education, or grooming is ignorant or prejudiced. Women are treated as servants. Current and last year, the pandemic has ended their earning source and in the fire incidents have put Tharis in even more distress. Corona virus has completely changed the lives of Thari people, all the schedule of their lives has been changed. Due to lock down their family members are limited to home they cannot go out for work "Now it seems that there is danger on both sides, if they stay at home, hunger will kill and if they go out, Corona will kill them". Inflation is rising day by day so they are facing additional charges on groceries in all rural areas of Umerkot and Tharparkar. The quality of everyday essential items has gone down while the prices have gone up. Most of the people in rural villages face extreme poverty and they took credit on 7-10 % interest. They have reduced their meal times to twice a day. Under these extreme conditions the vulnerable people have no means left to get medical care when required.

One of the local resident shared that: "my wife, who had been battling with cancer for the past five months, she died during the lockdown days. And after her death the other women in my house were very upset and embarrassed because there was nothing to eat in my house. Many women were coming to my house to offer condolences, we had a very difficult time. My family and I are currently facing a similar situation of price hiking and lack of resources due to the lockdown/pandemic and we are waiting when this pandemic will go and the situation returns to normal"

## What has been done so far in Pakistan:

AWARE is a humanitarian based civil society organization working in Sindh since 2003. AWARE has always played its part in supporting the government to achieve the Sustainable Development Goals. AWARE with the partnership with national and international NGOs, UN agencies and government of Sindh and Punjab have implemented humanitarian focused projects and programs in Tharparkar and Umerkot districts.

**SDG#06:** AWARE has installed 84 solar powered submersible pumps with water metering and platforms in Tharparkar District for drinking purposes. This lessened the burden of 7000 persons in fetching water from long distances, in Tharparkar district. AWARE has introduced pipelines at the doorsteps with proper water metering facility to ensure fair distribution of safe drinking water at the doorsteps.

AWARE also supported drought affected families by providing safe drinking water through Mobile RO plant in 15 remote villages with the support TDH funded project "Improving living condition of drought affected communities through improving social structure and renewable energy adaption "in Taluka Chachro. After project close, the GMC mobile truck and RO plant was donated to community. Since 2019, community of project villages is running Mobile RO Plant on self-help basis.

**Rainwater Harvesting Tanks:** In Thar, rain water harvesting tanks were constructed and community has collected water during recent shower. It is blessing for the poor people because the underground water is saline.

**SDG#02 and 03:** AWARE has implemented different projects in irrigated as well as arid areas of Umerkot and Tharparkar districts of Sindh province. The core objective was to build resilient communities having food security, livelihood and other basic needs of life.

**Rural Poultry for Women:** To increase food security and income generation at household level total 200 poultry farms have been provided by AWARE with the support of TDH in 14 droughts affected villages of Tharparkar. The criteria was to select the most vulnerable women, living in the selected villages i. e physically challenged ones, widows, women with more than 4 children and limited income sources to feed all dependents, women having ill/ old or handicapped bread earner. Each poultry farm comprised of 10 hens and a rooster. The aim of the project was to reduce malnutrition with the provision of chicken meat and eggs and help women of the communities increase their income that in turn generated small enterprises in the villages. <https://tinyurl.com/yubzv9c>

**Embroidery Kits and Sewing Machines:** Family income generating activities linked to target women has been restored and strengthened through the provision of material for sewing and related technical training. Sewing machines and embroidery kits were provided to 1080 women of drought-affected parts of Thar to earn a living. Now these women are economically empowered and are contributing to their family income.

**Skill Development and Resources for 300 Women:** To empower women through skill development 300 women from the community were provide the skill training in local crafts. This provided an alternative source of earning to the families. Realizing the potential of women work force and importance of vocation/handicraft development, Aware team has organized 04 days Orientation of Enterprise Development. The products made by the women of the area were linked with Markets and Institutions. Most of the women started earning for their livelihood purpose through local crafts in sewing, ralli (patch work quilt) making, making caps and jackets with embroidery and handcrafting at their respective villages.

**Sustainable Organic Farming:** AWARE has organized 30 sessions on "Sustainable Organic Farming" in ten villages of UC Kantio and Rural Chachro Taluka Chachro of District Tharparkar with the financial support of TDH where (Agriculture Expert) discussed sustainable agriculture, soil conservation, and its useful methods, organic and inorganic farming in Tharparkar, the importance of farmyard manure and plant nutrition, the concept of kitchen gardening and its benefits, the concept of pitcher techniques and its benefits, efficient irrigation systems and its importance in Tharparkar. The framers were also oriented regarding the water distillation techniques through sunlight for the cultivation of vegetables and other plants.

**Enhancing Sources of Livelihood of Vulnerable Women:** 15 small shops were established which were headed by the women selected from 14 villages. The shops are aimed to provide alternative employment to most deserving females of the villages. The selection of beneficiaries was made through the vulnerability criteria set for identification of needy persons. Moreover, village committees were taken onboard in beneficiary selection. The small shops comprised of items for domestic use and human consumption. This initiative of establishing small shops not only provided an alternative employment opportunity but this also proved beneficial in meeting the supply of services at village level. This increased food security and income generation at the household level.

**Kitchen Gardening at House Hold Level:** AWARE has implemented different projects in irrigated as well as arid areas of Umerkot and Tharparkar districts of Sindh

province. The core objective was building resilient communities having food security. At household level; kitchen gardening is done in Thar and the water source is underground water extracted with support of windmills and solar powered pumps. So far more than 800 families are trained in kitchen gardening and are producing organic vegetables. The project was supported by Terre Des Hommes TDH BMZ, Action Aid and philanthropists. 11 seed banks were also established and more than 1400 farmers benefitted from this initiative.

**Livestock Drench and Vaccination:** Livestock is major source of nutrition, income and is also asset for the people living in Thar, so AWARE also trained livestock herders in Chachro, Tharparkar area on the benefits of vaccination for the animals as a result the community members vaccinated their animals from department concerned. Also livestock holders are trained on managing the herd on scientific basis. AWARE with the support of UNFAO vaccinated 1.5 million small ruminates against PPR.

**Goats Distribution:** 944 goats were given to widows of Chachro and Dahli Tharparkar area with support of philanthropists. The objective was to provide opportunity for socially excluded segment of the population who can earn and live with dignity. The breeding is replenished and protected by distributing goats' kit that includes vaccination and technical training on good farming practices.

**Feed and Seed Distribution:** With support of UNOCHA under PHPF AWARE Team provided seed to 2400 drought affected families and feed (WANDA) to 2300 drought affected families.

**AWARE Response in Health:** AWARE provided direct support to 1200 pregnant women in referral mechanism for antenatal checkups and safe delivery. AWARE also trained more than 90 TBAs in Tehsil Chachro. AWARE also operated diarrhea treatment centers and ARI centers in flood 2010-11. With the support of TDH, AWARE donated CBC analyzer machine to THQ- Civil hospital Chachro for multi- tests. From this provision, poor patients will get free of cost test for emergency treatment.

**AWARE COVID-19 Response:** The global pandemic of COVID-19 has equally affected the communities in Thar and Umerkot. There are many people who work as daily wage labor. They especially do not follow the COVID-19 protocol and SOPs. People don't have any knowledge to keep social distancing and wear mask. The practice of washing hands does not exist amongst the people. Flood affected communities were especially vulnerable since they lived in an un-hygienic environment and lacked basic requirements of life like clean water, shelter and basic provisions of soaps, detergents etc. Maintaining hygiene and wearing a mask is crucial in restricting COVID-19 spread. AWARE

Team provided Hygiene Kits to 2300 HHs. 115000 masks were provided through the campaign of district administration, 10 thermal guns, hand washing stations also installed at central location.

**The Way Forward:** Until we improve our attitudes and behaviors we will definitely continue to suffer such losses we are first and foremost responsible for the losses, we faced and felt.

Both government and civil society organizations (national and international) need to develop strategic cum contingency planning according to the needs and current scenario.

There should be proper communication from NDMA to PDMA to DDMA to working sectors. Emergency planning must focus on training all resources, such as stocks, cash, and emergency response teams, as well as other technical experts, all of which should be part of emergency response planning.

Each humanitarian organization should form an Emergency Response Team in their respective areas so that there are no difficulties in any of emergency response and the entire working lead sector should help build the team's capacity.

Each organization should have reserved funds in its projects so that they can be used in primary emergency response.

The district administration, DDMA, PDMA, NDMA and all working civil society organizations should develop a district wise joint Emergency Response and Preparedness plan around all thematic expertise.

## Safety and Security of National Humanitarian Workers in Pakistan



Adeel Qaiser Khan

National aid workers constitute most aid staff in the field – upwards of 90 per cent for most international NGOs – and undertake the bulk of the work in assisting beneficiary populations. Although the statistics show that international (expatriate) aid workers have a higher per capita rate as victims of violent attacks, the national staffers, because of their higher numbers and greater exposure in frontline field positions, comprise the vast majority of victims every year. This fact alone should be enough to place the safety and security of national aid workers at the highest level of an organization's priorities.

The issue of national aid worker security is becoming critical for humanitarian agencies, national organizations, as well as contracting firms and their donors for several reasons, including the declining access for international staff in some high-risk contexts and increasing reliance on national staff and local partners to remain where international staff members have left. Host state restrictions on international staff movement and, in their most extreme form, expulsion of international agencies have increased the need for effective partnering between international and national aid organizations (ICVA 2010)<sup>1</sup>.

This coincides with a growing professionalism within the humanitarian security sector and recognition that the inter-dependent nature of humanitarian work requires all agencies operating in highly insecure contexts to better appreciate good practices and minimum standards in security risk management (HPN 2010, Interaction 2010).

It is important to note that national staff, who are often on short term contracts, are required to work in difficult to access places, and deal with multiple hazards and risks including, extreme weather conditions, poor living conditions, basic water / sanitation facilities, appalling road infrastructure, poor public/ private transportation facilities with inadequate safety and security measures, basic communication network with improper phone/ internet coverage, poor improper assessment of local conflicts/ threats to the aid workers including health workers and survey teams, and therefore are exposed to bigger threats. These aid workers do not

have proper HR contracts, and therefore no insurance coverage, and have very little choice but to accept employment with CBOs, NGOs and also with the contracting companies, who promote human rights, but sometimes give a blind eye to the human rights in later and spirit when it comes to their own field workers, or their implementation partners. In Pakistan, we have come across several incidents where aid workers are abducted, threatened, and even killed during their call of duty, however, overall improvement of working conditions for these aid workers who actually deliver the work on ground is still very low, and a comprehensive assessment and anonymous surveys might reveal some horrific facts, that how bigger names in the industry are neglecting this critical aspect, and a bigger incident/ accidents might surprise the key decision makers to tighten up their buckles someday.

During my postings and interactions with the frontline workers in a variety of contexts, I have observed that these frontline aid workers come across risks and threats that are not properly documented and cared for, despite increasing investment in training and measures at the country office levels, where senior officers and officials attend / benefit from these measures, who are not required to travel / live and perform their duties at the forefront, and therefore, there is a greater need to set the goals right, trainings, and structural measures should be provided to the local staff, and daily wagers recruited by the implementation partners, and they shall be provided with proper health and life insurance mechanisms. There is also another fact, that most of the times we are trying to gender balance our teams, only for the sake of meeting numbers, however, not completing a proper duty of care towards the true protection, safety and well being of female field workers, who are expected to work in remotest parts of the country<sup>2</sup>, where there is very little acceptance for women aid workers<sup>3</sup>, and therefore their vulnerabilities are higher than the male counterparts of the same sector. The data available on incidents and attacks endured by women aid workers including vaccinators, and health promoters also reveal the fact that, this is a bigger grey area. National Humanitarian Network shall commission a survey

on the particular needs and risks of women aid workers in Pakistan, and should appeal to the donors and UN agencies working in Pakistan, to pay attention on this grey area<sup>4</sup>, so that women and men continuing to risk their lives and limbs in this industry shall feel being looked after and respected, and are able to get registered into some larger life and health insurance schemes.

1 Safety and security of national humanitarian workers by OCHA "To Stay and Deliver" Abby Stoddard, Adele Harmer and Katherine Haver  
2 <https://www.dawn.com/news/1478602>  
3 <https://www.dawn.com/news/1608782>  
4 <https://www.thenewhumanitarian.org/fr/node/253029>

Asian Disaster Preparedness Centre (ADPC) with support from Bill and Melinda Gates Foundation (BMGF) is implementing the program 'Increased Locally Led Actions to Prepare for, Respond to and Recover from Disasters in selected high risk Countries of Asia' in 6 South and South-East Asian countries namely- Nepal, Pakistan, Sri Lanka, Cambodia, Philippines and Myanmar.

The program utilizes a unique network approach by creating the Asian Preparedness Partnership (APP) - a multi-stakeholder regional partnership through the program. APP strives to improve inter-organizational coordination and dialogue between Governments, Local Humanitarian Organization networks and Private Sector networks for enhancing capacities through partnerships, knowledge resources, training and networking opportunities. The program's goal is to strengthen the emergency response capacities in these countries to better prepare for, respond to, and recover from disasters.



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