PAKISTAN RED CRESCENT

ہلالِ احمر پاکستان

STRATEGIC PLAN 2030

Pathway to Transformation



www.prcs.org.pk

Pakistan Red Crescent Society
National Headquarters, H-8, Islamabad

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FIRST TO REACH
LAST TO LEAVE



Who we are?

PRCS STRATEGIC FRAMEWORK & STRATEGY HOUSE:

The Pakistan Red Crescent Society (PRCS) Strategic Framework **2030** embodies a transformative vision for humanitarian action in Pakistan, building on the society's 78-year legacy as a key auxiliary to the government and a vital member of the global Red Cross and Red Crescent (RCRC) Movement.



OUR VISION

Saving lives, uniting people, changing minds, and delivering quality services for healthy, safe, and resilient communities.

OUR MISSION

To become Pakistan's leading humanitarian organization, committed to preventing and alleviating human suffering as an auxiliary to public authorities, mobilizing the power of humanity through volunteers to deliver impactful support to vulnerable communities.

OUR UNIQUENESS & RECOGNITION

- Trusted Government Auxiliary
- Member of the International RCRC Movement
- Strong Volunteer Force (1.8M)
- Only provider of Restoring Family Link Services in the Country.
- Nationwide Acceptance Accessibility

HUMANITARIAN SERVICE DELIVERY (HSD)

- Disaster Risk Management
- Community Resilience
- Anticipatory Action
- Migration and Displacement
- Restoring Family Links (RFL)
- Climate Change Adaptation
- Food Security & Livelihood
- Cash & Voucher Assistance
- Health and Well-being
- WASH Services
- First Aid & Ambulance Services
- Risk Awareness
- Blood Donation
- Routine Immunization
- Protection, Gender & Inclusion
- Community Engagement and Accountability
- Recovery & Rehabilitation
- Mass Causality Incident
- Road Safety Education
- Psychosocial Support

NATIONAL SOCIETY DEVELOPMENT (NSD)

- Branch Development
- Youth and Volunteer Management
- Digital Transformation
- Movement Coordination
- Humanitarian Diplomacy
- Legal Base & Auxiliary Role
- Media & Communication
- Information Technology
- Resource Mobilization
- Operational Excellence (HRM, Financial Management, Procurement, and Logistics)
- Safer Access Framework
- Safety & Security
- Information Management/ PMER

OUR TRANSFORMATIONAL AGENDAS

- Digital Transformation and Data Management
- Financial Sustainability through Grants and Partnership Management
- Strategic Alignment between Governance and Management through Revision of PRCS Legal Base
- System Development
- Enhanced Operational Capacity of PRCS/ Branch Development
- Effective Communication
- Safety & Security

CROSS-CUTTING APPROACHES

1. **Protection, Gender & Inclusion**
2. **Community Engagement & Accountability**
3. **Protection, Gender & Inclusion**
4. **Community Engagement & Accountability**

MESSAGE FROM THE CHAIRPERSON



Amid the ceaseless currents of human struggle, where hope contends with hardship, the Pakistan Red Crescent Society rises as a devoted guardian of compassion and change. Our **Strategic Plan 2030** charts a transformative course, redefining PRCS as a beacon of trust and innovation in Pakistan's humanitarian landscape. This vision transcends tradition, learning from past challenges to forge a future of resilience and accountability. We pledge to restore confidence through unparalleled transparency, ensuring every action reflects integrity and purpose. This plan heralds a bold rebranding, positioning PRCS as a leader in digital transformation, where technology empowers swift, equitable responses to crises. Financial sustainability will anchor our mission, diversifying resources to secure independence and amplify our reach. As the Government of Pakistan's auxiliary partner, we strengthen our mandate to bridge divides, from disaster relief to health equity, in harmony with the global Red Cross and Red Crescent Movement. Let us embrace this journey with courage, transforming adversity into opportunity and building a legacy of enduring humanity. Together, we will shape a Pakistan where compassion triumphs.

MESSAGE FROM THE SECRETARY GENERAL



The PRCS **Strategic Plan 2030** represents a pivotal step in operationalizing our vision into tangible, life-changing actions across Pakistan. Aligned with the IFRC Strategy 2030, this plan equips us to address climate-driven disasters, health disparities, and fragile contexts with precision and foresight. Central to our success is enhanced coordination within the Red Cross and Red Crescent Movement, promoting seamless collaboration through frameworks like the Movement Coordination for Collective Impact Agreement. We will engage our provincial branches more deeply, empowering them as frontline engines of change by decentralizing decision-making and building localized capacities. Strengthening our systems, processes, and people remains paramount. We will invest in robust digital maturity, streamline workflows for agility, and nurture our volunteer network through targeted training and inclusion initiatives. By integrating insights from assessments like OCAC and PER, we aim to create resilient structures that prioritize anticipatory actions, efficient resource allocation, and measurable outcomes. This operational blueprint calls upon every member of PRCS to embody our Fundamental Principles, driving collective impact that alleviates suffering and builds sustainable communities. Let us operationalize this plan with diligence and unity, ensuring PRCS emerges stronger, more responsive, and eternally committed to humanity.

WHO ARE WE?

THE STORY OF OUR ORIGIN: THE RED CROSS

In June 1859, Swiss merchant Henry Dunant rode across the ravaged fields of Solferino, Italy, where the Franco-Sardinian alliance had clashed with Austrian forces, leaving 40,000 wounded in a bloody aftermath. The sight of soldiers—young, broken, and abandoned wracked with pain under a merciless sun, shattered his heart. Driven by compassion, Dunant rallied women from nearby Castiglione, teaching them basic first aid to tend wounds and offer water. Through sleepless nights, they saved lives amid the chaos. From this crucible of mercy, Dunant founded the Red Cross, ensuring no battlefield would again witness such forsaken suffering.

AN OVERVIEW OF PAKISTAN RED CRESCENT SOCIETY (PRCS):

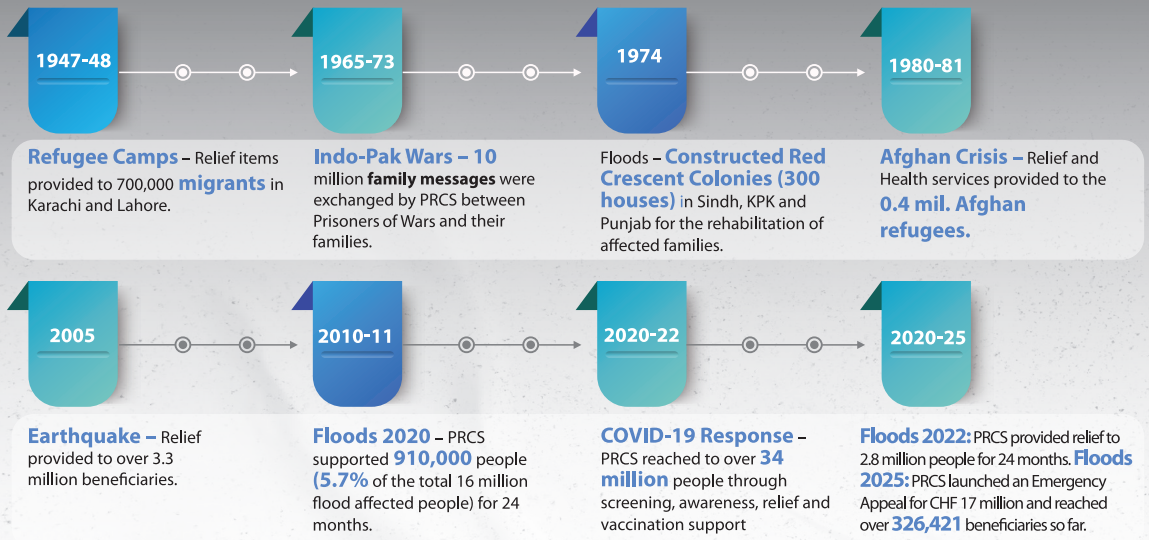
Our History and Foundation: The Pakistan Red Crescent Society (PRCS), a key member of the International Red Cross and Red Crescent Movement established by Henry Dunant in 1863, is recognized under the Pakistan Red Cross Society Act No XV of 1920 (amended up to February 1974) as a voluntary aid society. The PRCS was founded by the first Governor-General of Pakistan and the Founding President, Mr. Muhammad Ali Jinnah, on **20 December 1947** through a Presidential Order. It holds a unique legal status as an auxiliary to public authorities, in accordance with the 1949 Geneva Convention. As the sole humanitarian organization with such recognition, PRCS assists the Government of Pakistan and its Armed Forces in areas of health, blood donation, and emergency response. With a strong presence nationwide, it boasts an extensive volunteer network, including a dedicated youth base.
Recognition and Affiliation: The PRCS was recognized by ICRC on 21st July 1948 and admitted as a member of the IFRC on 18th August 1948.

PRCS Emblem & Nomenclature:

The official emblem of the Pakistan Red Crescent Society (PRCS) features a central red crescent moon, designed as a waxing crescent facing right in a "C" shape to symbolize growth, increase, and organizational expansion contrasting with a waning crescent facing left, which suggests decline. This choice reflects a positive image of progress, set against a white circular background encircled by a green ring. The name "Pakistan Red Crescent" arches above in green English lettering, while the Urdu equivalent "انجمن ہلال احمر پاکستان" (Anjuman-e-Hilal-e-Ahmar Pakistan) appears below in green script.
This design translates the "**Red Crescent" symbol representing Protection, Impartiality,** and **Humanitarian aid** into a culturally resonant form for Pakistan's Muslim-majority context, where the crescent evokes Islamic heritage without religious exclusivity.
As a core emblem of the International Red Cross and Red Crescent (RCRC) Movement, the PRCS logo embodies the shared principles of humanity, neutrality, and universality outlined in the Geneva Conventions. Adopted by Pakistan in 1974 (renaming from its Red Cross origins post-independence), it aligns with the RCRC's emblems the red cross for Christian-influenced societies and the red crescent for Muslim ones ensuring global recognition of relief efforts. This unity enables PRCS to collaborate seamlessly with 191 other National Societies, the International Committee of the Red Cross, and the International Federation, amplifying aid during disasters like floods and conflicts.

OUR STRENGTHS AND ACHIEVEMENTS:

1: OUR RESPONSE HISTORY:



2) STRENGTHS: FOUNDATION FOR TRANSFORMATION

Leveraging our established strengths in disaster response and health services, the PRCS Strategic Plan 2030 builds on a legacy of nationwide impact, volunteer-driven action, and resilient infrastructure to drive humanitarian excellence and organizational evolution.

ORGANIZATIONAL STRENGTHS

Strong Legal Base as Auxiliary to the Government, Recognized by Parliament Through Act XV of the Constitution	Strong Volunteer Base Across the Country (1.8 Mil.)	Nation-Wide Presence and Acceptance.
Governed Through a Managing Body at all levels.	Comprehensive Guiding Sectoral Policies for all Sectors.	A Network of 62 District & 07 Provincial Branches.

EMERGENCY RESPONSE STRENGTHS

Maintaining Relief Stocks for 5,000 Families with Donor Support	A Cash-Ready Organization with Agreements Across 5 Financial Service Providers (FSPs) & Over 500 Trained Staff.	22 Water Filtration Plants.
2,100+ Disaster Response Team Members Across the Country.	133 Ambulances Across the Country & Over 250,000 Trained First Aiders Across the Country.	2 Regional Blood Donation Centers Collecting 15,000 Blood Bags Annuall

Due to advocacy efforts, the Economic Affairs Division (EAD) of Pakistan clarified the constitutional status and auxiliary role of the PRCS. According to EAD letter No. 2(774) NGO/EAD/2020 dated 16 September 2020, "the Pakistan Red Crescent Society is a statutory body constituted through an Act of Parliament. PRCS Act 1920, amended Act 1974. EAD is of the view that PRCS is not an NGO and as such does not fall in the purview of NGO policy."

OUR UNIQUENESS & RECOGNITION:

The "Our uniqueness" articulates what sets PRCS apart—its matchless identity, role, and value proposition in the humanitarian landscape, both locally and globally. This involves highlighting distinctive attributes that define PRCS's recognition, expertise, and contributions in the public eye.

- Only humanitarian organization created through an Act of Parliament and is an auxiliary relief organization to the Government of Pakistan. Its role is defined up to the district level.
- Active Member of the International Red Cross Red Crescent Movement.
- Nationwide Volunteer base.
- Expertise in delivering first aid services and providing safe and voluntary blood donations.
- Pakistan's only provider of Restoring Family Links services, reuniting separated families.
- Pioneer in Anticipatory Actions and Expert in Emergency Response.

ORGANIZATIONAL UNIQUENESS





What are we facing?

WHAT INSPIRES US – OUR VISION & MISSION STATEMENTS:

MISSION

To become Pakistan's leading humanitarian organization, committed preventing and alleviating human suffering as an auxiliary to public authorities, mobilizing the power of humanity through volunteers to deliver impactful support to vulnerable communities.

01

02

VISION

Saving lives, uniting people, changing minds, and delivering quality services for healthy, safe, and resilient communities..

WHAT WE ARE FACING:

HUMANITARIAN CONTEXT AND CHALLENGES:

Pakistan confronts escalating humanitarian challenges driven by climate change, including frequent disasters such as floods and heatwaves, climate-induced migration, and widening health disparities. In **2024-25,** extreme floods affected over **6.2 million** people, building on the **2022** catastrophe that affected **33 million**, while heatwaves claimed thousands of lives and triggered widespread disease outbreaks. Climate stressors have fueled internal disruption, with over 24.3 million displacements from disasters between **2009** and **2023**, and annual rural-to-urban flows of **700,000** people straining urban infrastructure.

Compounding this, health systems remain under-resourced at less than **3% of GDP,** with maternal mortality at 186 per **100,000 live** births and under-5 child mortality at **62 per 1,000 live births,** leaving millions vulnerable to preventable outbreaks and chronic shortages.

COUNTRY CONTEXT & CHALLENGES

01

WHAT WE ARE FACING

Climate & Environmental Crises:

As per the worldwide climate index, Pakistan ranks as the 8th most vulnerable country to the impacts of climate change.

Evolving Crises & Disasters:

Pakistan's vulnerability ranking **(10 out of 191)**
Floods 2022: 33M people affected
Floods 2025: **4.8M** people affected.

Growing Gaps in Health:

With only **2.5–3%** of GDP on healthcare, MMR hits **186/100,000** & IMR **62/1,000,** driving outbreaks and shortages that PRCS must address with preventive care.

Migration & Displacement:

As of October 2023, approx. **3.2 million** Afghan Migrants are in Pakistan.
Over **1.08 million** Afghan refugees and migrants have returned from Pakistan as of June **7, 2025**, under IFRP. Over 3 million displaced in 2022.

02

OPERATIONAL CONSTRAINTS

Lack of Digitalization:

The PRCS currently operates without a comprehensive digital platform, hindering its operational efficiency and information management capabilities. This absence of advanced technological tools limits real-time data integration and transparency across its programs and responses.

Dependencies & Fluctuating Donor Landscape

The limited resources of the PRCS have rendered it heavily reliant on donors for its operations. Underfunded appeals (e.g. 2022 floods got **<50%** and donor fatigue disrupts planning; USAID's suspension of **$845M** in projects and other global donor closures strain operations, urging PRCS to see diversified, predictable funding.

03

OTHER COMPLEX & PROTRACTED ISSUES

Gender Inequality & Social Exclusion

Ranking **145th** in gender parity, **28%** of women face violence, and marginalized groups are excluded, requiring PRCS to empower women and support inclusive resilience.

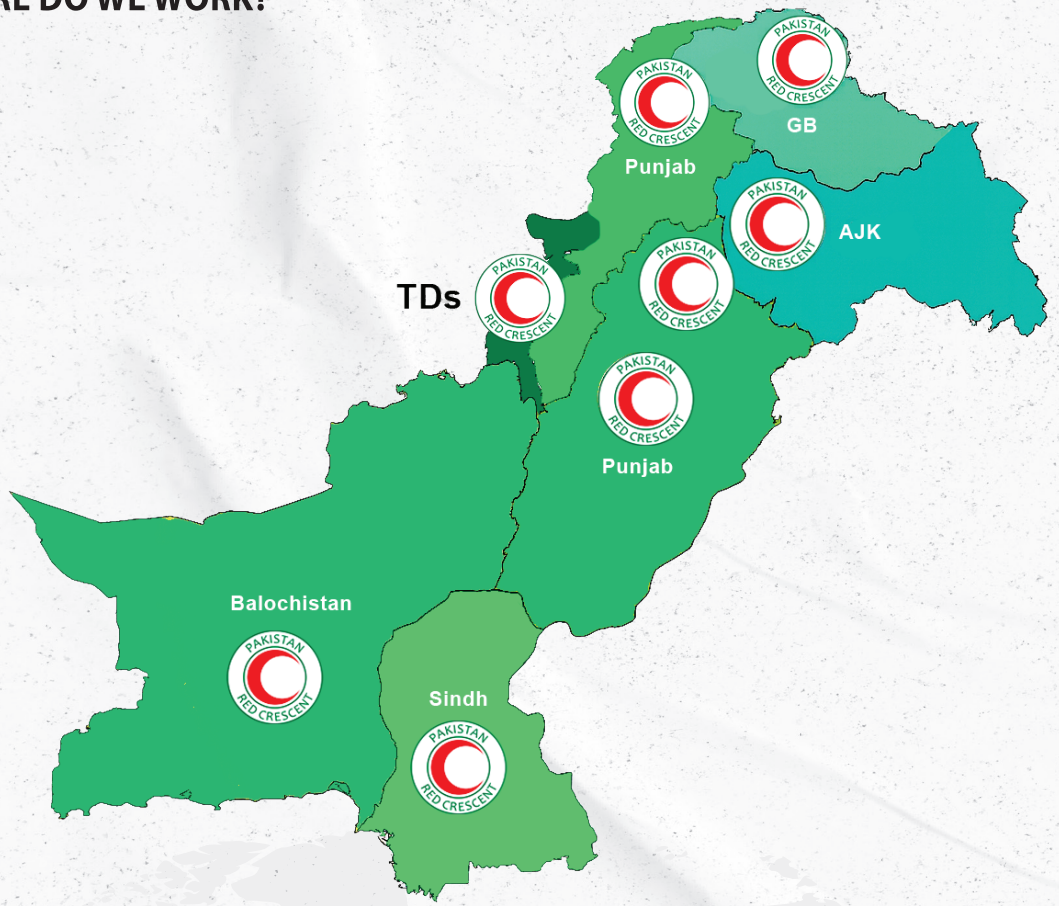
Fragile Country Context:

Administrative instability and belligerency in KPK and Balochistan, plus **3.2 million** Afghan refugees, hinder aid delivery and challenge PRCS coordination in high-risk areas.

Food Insecurity & Livelihood Vulnerability:

In Pakistan, over **37%** of the population faced moderate to severe food insecurity in 2023, with rural areas particularly affected by declining agricultural productivity due to climate change and limited market access.

WHERE DO WE WORK?



We work with and for communities impacted by conflict, disasters, crisis & climate change, including Internally Displaced Persons (IDPs) and those living in refuge and host communities.

We work in places where gender inequality and social exclusion highly impact marginalized groups

We work in areas where primary health and hygiene conditions are deteriorated and gaps are growing at services level.



Our Strategic Priorities

2030 STRATEGIC PRIORITIZED AREAS FOR PRCS

The PRCS Strategic Plan 2030 divides its priority areas into two broader categories Humanitarian Service Delivery (HSD) and National Society Development (NSD)—to create a balanced framework that addresses both external humanitarian impact and internal organizational sustainability. Humanitarian Service Delivery (HSD) areas focus on direct, community-facing interventions that alleviate suffering, build resilience, and respond to crises, aligning with PRCS's core mandate as an auxiliary to public authorities in humanitarian fields.

In contrast, National Society Development (NSD) emphasizes internal capacity-building, governance, and innovation to ensure PRCS remains agile, efficient, and resilient as an institution. This split enables strategic resource allocation, promotes synergies between operational excellence and institutional growth, and supports long-term alignment with global Red Cross and Red Crescent Movement goals, such as the IFRC Strategy 2030, while adapting to Pakistan's unique challenges like climate vulnerabilities and fragile contexts.

PREPAREDNESS FOR EFFECTIVE RESPONSE

Humanitarian Service Delivery (HSD)

- Disaster Risk Management (DRM)
- Community Resilience
- Early Warning & Anticipatory Action
- Migration and Displacement
- Restoring Family Links (RFL)
- Climate Change Adaptation
- Food Security & Livelihood Support
- Cash and Voucher Assistance
- Health and Well-being
- Water, Sanitation & Hygiene (WASH) Services
- First Aid and Ambulance Services
- Risk Awareness
- Blood Donation
- Routine Immunization
- Protection, Gender & Inclusion (PGI)
- Community Engagement and Accountability (CEA)
- Recovery & Rehabilitation Programs
- Mass Causality Incident Management
- Road Safety Education
- Psychosocial Support

National Society Development (NSD)

- Branch Development
- Youth and Volunteer Management
- Digital Transformation
- Movement Coordination
- Humanitarian Diplomacy
- Legal Base & Auxiliary Role
- Media & Communication
- Information Technology
- Resource Mobilization
- Operational Excellence (HRM, Financial Management, Procurement, and Logistics)
- Safer Access Framework
- Safety & Security
- Information Management/ PMER

BASIS FOR PRCS STRATEGIC PLAN: LEVERAGING INTERNAL ASSESSMENTS AND RCRC FRAMEWORKS:

The Pakistan Red Crescent Society (PRCS) has integrated findings from recent operational assessments Organizational Capacity Assessment and Certification (OCAC, March 2023), Preparedness for Effective Response (PER, August 2025), and Digital Maturity Assessment (DMA, October 2025) along with key RCRC frameworks and commitments, to shape its Strategic Plan 2030. These assessments, aligned with PRCS's vision of resilient, inclusive humanitarian service and mission to alleviate suffering, provide evidence-based insights to enhance operational efficiency, governance, and preparedness. The RCRC frameworks—Hanoi Call for Action, IFRC Strategy 2030, Safer Access Framework, The Fundamental Principles of RCRC Movement, and Movement Coordination for Collective Impact Agreement—reinforce global standards, ensuring PRCS's relevance and coordination within the Movement. The matrix below outlines these assessments and frameworks, their relevance, and how they support PRCS's goals.

Strategic Foundation Matrix: The following assessments and reference materials set the foundation for the PRCS Strategic Plan 2030.

Assessment/Framework	Key Focus	Relevance to PRCS Vision & Mission
Organizational Capacity Assessment & Certification (OCAC)	Addresses sustainability, financial oversight, legal base, HR management, policy coherence, and security.	Strengthens governance and service consistency, aligning with the vision of a resilient PRCS capable of sustainable humanitarian impact.
Preparedness for Effective Response Assessment	Focuses on auxiliary role, safeguarding (PGI, CEA, PSEA), business continuity, anticipatory action, EOC operationalization, and health/WASH policies.	Enhances preparedness and inclusive responses, supporting the mission to protect and empower vulnerable communities effectively.
Digital Maturity Assessment	Emphasizes DT strategy, funding, literacy training, workflow digitization, data infrastructure, and security partnerships.	Drives innovation and transparency, reinforcing the vision of a tech-enabled PRCS delivering efficient, modern humanitarian services.
Hanoi Call for Action	Promotes community resilience, climate adaptation, and inclusive humanitarian action through collective efforts.	Supports PRCS's mission to build resilient communities, aligning with climate change adaptation and inclusion goals by 2030.
IFRC Strategy 2030	Outlines a global roadmap for humanitarian service, focusing on localization, innovation, and sustainable impact.	Guides PRCS to enhance local leadership and innovation, ensuring alignment with global humanitarian priorities and its vision.
Safer Access Framework	Provides protocols for secure humanitarian access in conflict zones, emphasizing staff and volunteer safety.	Strengthens PRCS's ability to operate safely in challenging areas, supporting the mission to protect and serve all communities.
Fundamental Principles of RCRC Movement	Upholds core values like humanity, neutrality, and impartiality as the foundation for all PRCS actions.	Reinforces PRCS's ethical foundation, aligning its vision and mission with universal humanitarian standards.
Movement Coordination for Collective Impact Agreement	Encourages seamless collaboration within the RCRC Movement for resource sharing and joint initiatives.	Enhances PRCS's coordination with partners, supporting its vision of collective, impactful humanitarian action by 2030.

STRATEGIC PRIORITY AREAS:

PRCS Strategic Plan 2030: Humanitarian Service Delivery (HSD) Objectives

The PRCS is transforming its humanitarian service delivery to address Pakistan's complex humanitarian challenges, from climate-driven disasters to displacement and health crises. The PRCS aims to move from limited, reactive interventions to a proactive, inclusive, and resilient approach, ensuring sustainable impact across communities.

Strategic Pillar	Where Are We Now	Where Do We Want to Be
Humanitarian Response & Resilience Building		
Disaster Risk Management (DRM)	PRCS implements one partner-supported DRR project in GLOF-prone areas, with past community-based DRR limited to emergency operations.	Expand DRR to 10 community-based projects across all provinces, aligning with PER benchmarks.
Community Resilience	Community resilience efforts are ad hoc, integrated into emergency responses.	Empower 500 communities with resilience-building programs by 2030.
Anticipatory Actions	Anticipatory actions focus solely on floods, missing other hazards like droughts.	Enhance anticipatory actions to cover floods, droughts, and heatwaves, achieving a 50% increase in timely interventions via data-driven forecasting.
Climate Change Adaptation	PRCS Climate change adaptation (CCA) program operates in three provinces, emphasizing advocacy over community action.	Extend CCA to all provinces, supporting 1 million people with sustainable agriculture and eco-friendly infrastructure, targeting carbon-neutral operations.
Risk Awareness & Community Resilience	Risk awareness is restricted to three provinces, relying on community workers with limited digital tools.	Reach 5 million people annually with digitized risk awareness campaigns, including UXO/IED databases.
	Integrated Health & WASH	
Health & WASH Services	Health and WASH services are primarily emergency-focused, with no peacetime community programs.	Initiate community-based Health and WASH programs in 20 districts, reducing disease prevalence by 40% through climate-resilient interventions.
Routine Immunization	Routine immunization operates in three districts (two in Balochistan, one in KPK), despite rising polio cases.	Expand routine immunization to 10 districts, achieving 95% coverage in hard-to-reach areas.
Regional Blood Donation Center	Blood donation collects 15,000 bags annually through RBDCs in Islamabad and Lahore.	Triple blood donation to 45,000 bags annually with a new RBDC in AJK or KPK.
First Aid & Ambulance Services	First aid is limited to NHQ and two provincial branches due to funding cuts, down from a robust ICRC-supported program.	Revive first aid and ambulance services nationwide, training 1,000 volunteers and equipping 50 ERTs for pre-hospital care by 2030.
	Protection & Inclusion	
Protection, Gender & Inclusion (PGI)	PGI is implemented only during humanitarian responses, not routine programs.	Mainstream PGI across 100% of PRCS programs, ensuring inclusive, accountable responses. PRCS will implement at least four additional safeguarding initiatives to prevent exclusion, fraud, corruption, and abuse, ensuring a secure and inclusive environment.
Community Engagement & Accountability (CEA)	Community engagement is minimal outside disaster responses, lacking consistent accountability mechanisms.	Establish 50 community feedback hubs to amplify voices and ensure accountability by 2030.
Restoring Family Links	RFL operates in five provinces, focusing on tracing but with limited detainee support.	Expand RFL nationwide, resolving 80% of cases within 90 days, with enhanced detainee services via digital tools and cross-border collaboration.
	Livelihoods & Economic Empowerment	
Food Security & Livelihoods, Cash & Voucher Assistance	Livelihood and cash assistance programs are emergency-focused, reaching 1,000–5,000 beneficiaries, with no support for low-income or poverty-affected populations in peacetime. Food security efforts are limited, lacking sustainable market-based approaches.	Support 100,000 households annually with market-based food security and livelihood programs, targeting low-income communities. Scale cash and voucher assistance to 70% emergency coverage and introduce peacetime programs for

PRCS STRATEGIC PLAN 2030:

National Society Development Objectives

The PRCS aims to transform its organizational capacity to meet Pakistan's growing humanitarian demands. By strengthening and implementing the following areas, PRCS will transition from fragmented, donor-dependent operations to a dynamic, self-sustaining, and trusted National Society, capable of delivering impactful humanitarian services.

Strategic Pillar	Where Are We Now	Where Do We Want to Be
Volunteer & Branch Development		
Youth & Volunteer Development	PRCS has 1.8 million registered volunteers but lacks dedicated Youth & Volunteer (Y&V) offices and HR in most branches, limiting structured and sustained engagement.	Engage and empower 100,000 youth volunteers by 2030 through structured training and leadership programs, establishing Y&V offices in all branches to build a future-ready workforce.
Branch Development	PRCS operates 62 district branches, heavily reliant on NHQ or provincial funding, with most lacking sufficient HR and governing bodies for independent operations.	Achieve full operational autonomy in 80% of branches by 2030, equipping them with dedicated HR, governance structures, and localized funding mechanisms to enhance decentralized service delivery.
Advocacy & Partnerships		
Humanitarian Diplomacy	PRCS does not actively engage in humanitarian diplomacy, limiting its influence on policy and funding opportunities.	Strengthen advocacy and partnerships with governments and stakeholders to secure enhanced auxiliary status and USD 5 million in annual funding through policy influence by 2030.
Movement Coordination	A Movement Coordination Agreement exists but is not fully functional across all levels, hindering resource sharing and collaboration.	Establish seamless collaboration within the RCRC Movement, launching 10 joint initiatives by 2030 to leverage shared expertise and resources for greater impact.
Effective Communication	PRCS lacks Communication staff and a Communication Policy, relying on ad hoc efforts that limit visibility and donor trust.	Amplify visibility and transparency through a multi-channel communication strategy, increasing public trust and donor engagement by 50% by 2030, supported by a dedicated policy and staff.
Legal Base & Auxiliary Role	The PRCS's auxiliary role is poorly recognized, and the 1920 Act is outdated, with no unified constitution across the organization.	Update the 1920 Act and establish a unified PRCS constitution by 2030, widely disseminating the auxiliary role to align with modern humanitarian needs and enhance stakeholder recognition.
Digital & Operational Excellence		
Digital Transformation	PRCS lacks a comprehensive digital platform for data management and operations, limiting transparency and efficiency.	Implement a fully integrated digital platform by 2027 to manage data, enhance transparency, and drive innovation, positioning PRCS as a humanitarian technology leader in Pakistan.
Operational Excellence	Support functions (HRM, Finance, Procurement, Logistics) lack updated policies and digital tools, reducing efficiency and transparency.	Optimize processes with digital tools and updated policies, achieving 90% program delivery success rates by 2027 through performance metrics and streamlined operations.
Resource Mobilization	PRCS has no Resource Mobilization Unit, HR, or policy, making it heavily donor-dependent and financially constrained.	Establish a dedicated RM Unit and policy, diversifying funding to raise USD 5 million annually through innovative partnerships, ensuring financial sustainability by 2030.
Disaster Preparedness	PRCS maintains relief stocks for only 5,000 families, with limited preparedness systems, relying heavily on donors in disaster-prone Pakistan.	Build robust preparedness systems, including stockpiles for 20,000 families and regular simulations, enabling response within 24 hours of any crisis by 2030.
Safety & Accountability		
Safer Access	PRCS has a Safer Access Plan, but it is shelved due to the lack of a dedicated focal point and follow-up.	Ensure secure humanitarian access in conflict zones through trained focal points and protocols, reducing operational risks by 80% by 2030.
Safety & Security	PRCS lacks a Safety and Security Policy, SOPs, and basic infrastructure, neglecting the Duty of Care for staff and volunteers.	Implement a comprehensive Safety and Security Policy under a Duty of Care approach, achieving zero incidents through enhanced training and infrastructure by 2030.
Quality & Accountability	The PMER team oversees quality and accountability, but lacks standard systems and digital tools, challenging compliance with benchmarks like Sphere and CHS.	Embed quality standards and accountability mechanisms, achieving full compliance with Sphere and CHS and establishing a digitalized Information Management System for data and reporting by 2030.

By aligning these areas with measurable targets, PRCS will evolve into a resilient, transparent, and innovative National Society, ready to lead humanitarian efforts across Pakistan with confidence and impact.

PRCS AND ITS KEY STAKEHOLDERS:

The PRCS is a leading humanitarian organization in Pakistan and is a member of the International Red Cross and Red Crescent Movement. The organization collaborates with various stakeholders to fulfill its mission of providing humanitarian assistance and promoting resilience in the country. here are the key stakeholders and their roles in relation to the PRCS work:

Category	Stakeholder	Evidence of Collaboration	Prospects & Actions
Government & Policy	Government of Pakistan (Ministry of Health, Ministry of Interior)	Provides policy guidance, oversight, and alignment with national disaster management frameworks. Regulates PRCS's managing body affairs, ensuring compliance with national legislation.	Strengthen advocacy to update the 1920 PRCS Act, enhancing auxiliary status. Engage ministries to integrate PRCS's health and WASH programs into national frameworks, targeting 50% policy alignment by 2030.
	National Disaster Management Authority (NDMA) & Provincial Disaster Management Authorities (PDMAs)	Collaborates on disaster preparedness, anticipatory action, response, and recovery. Provides resources, data, and technical support during emergencies, including the 2022 flood response.	Expand joint preparedness initiatives, integrating PRCS into NDMA/PDMA contingency plans (e.g., 2025 Monsoon Plan). Aim for 10 joint simulation exercises annually and prepositioned relief stocks for 20,000 families by 2030.
RCRC Movement	International Federation of Red Cross and Red Crescent Societies (IFRC)	Offers technical support, capacity building, and coordination, notably during large-scale emergencies like floods and for programs like routine immunization in Balochistan and KPK.	Scale up IFRC-supported capacity building to cover all PRCS branches, targeting 80% operational autonomy. Collaborate on climate-resilient WASH and health programs, reaching 1 million beneficiaries by 2030.
	International Committee of the Red Cross (ICRC)	Supports PRCS in conflict zones, providing assistance for detainees and promoting international humanitarian law compliance, including RFL services in five provinces.	Enhance RFL collaboration to cover all provinces. Jointly develop safer access protocols for conflict zones, reducing risks for 500 volunteers annually by 2030.
	Partner National Societies (PNSs)	Share best practices and support PRCS in anticipatory action, disaster response, and health services, such as DRR projects in GLOF-prone areas.	Launch 10 joint initiatives by 2030, focusing on DRR, health, and livelihoods, leveraging PNS expertise to train 5,000 volunteers and support 500,000 households with market-based interventions.
Humanitarian & Development Partners	United Nations Agencies (UNICEF, WHO, WFP)	Partner on health, nutrition, WASH, and food security programs, particularly during emergencies, and support coordination via HCT forums like the 2025 Monsoon Plan.	Deepen partnerships to expand WASH and immunization programs to 10 districts, achieving 95% vaccination coverage and 40% disease reduction in underserved areas by 2030.
	Humanitarian Country Team (HCT)	PRCS, often represented by IFRC, participates in HCT-led forums like the National Emergency Working Group and daily response meetings, aligning with national contingency plans.	Strengthen PRCS's leadership in HCT, co-chairing at least 50% of emergency forums by 2030 to ensure integrated responses and secure USD 5 million in annual funding.
Community & Civil Society	Civil Society & Community-Based Organizations (Beneficiaries)	Collaborate on service delivery, community engagement, and advocacy, particularly during humanitarian responses, amplifying local voices in flood-affected areas.	Establish 50 community feedback hubs by 2030, mainstreaming PGI and CEA across all programs to ensure inclusive, accountable interventions reaching 5 million people annually.

OUR TRANSFORMATION AGENDAS

Organizational Transformation is a strategic method of getting an organization from where it is now to where it needs to be in the future.

In many cases, this transformation is required to address a problem or change that's long overdue, and is aligned with the organization's goal while addressing multiple areas such as;

- Changing organizational processes and workflows to make them more agile and effective
- Transforming the organizational culture
- Digital Transformation



Our Transformation Agendas

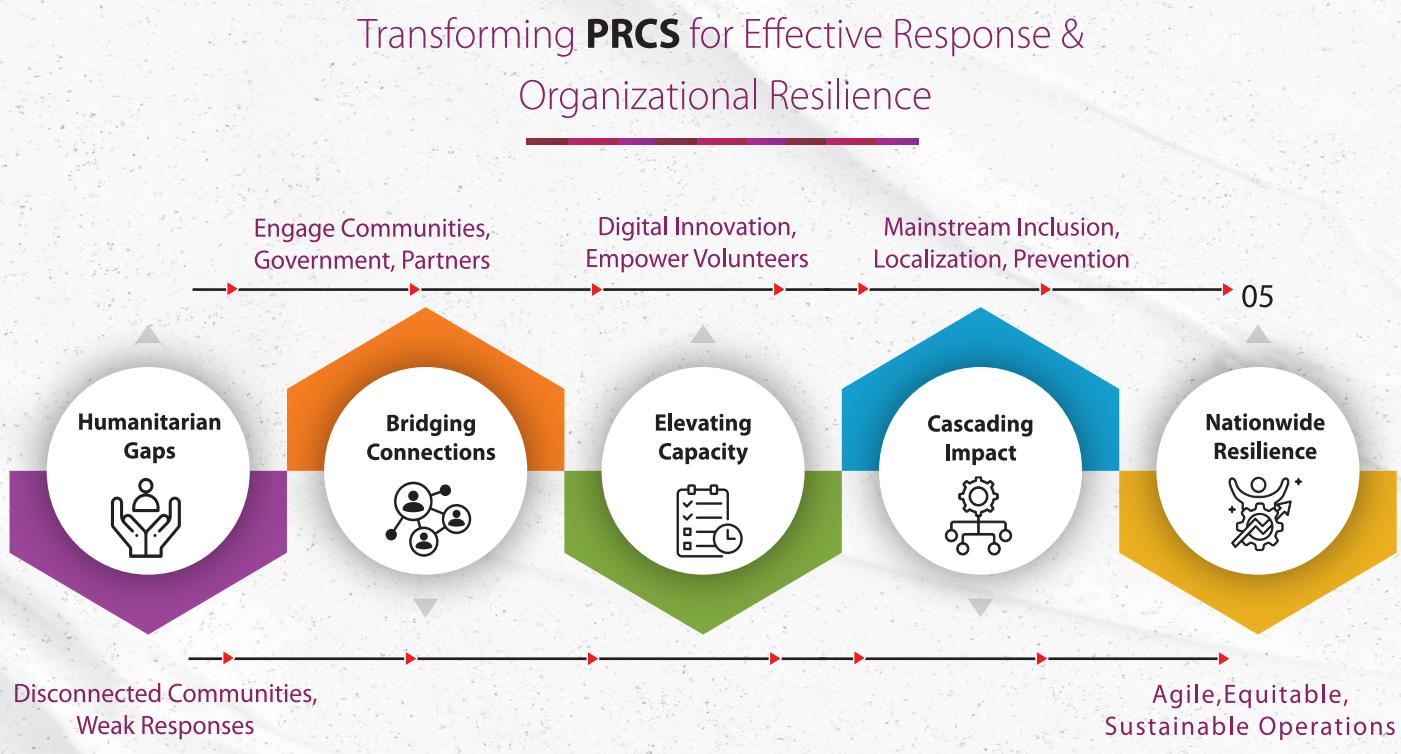
PRCS & TRANSFORMATION: WHY WE NEED TO TRANSFORM?

1. To become more agile, accountable, transparent, and the first choice for partnerships.
2. To address the evolving humanitarian needs in a resource-constrained environment.

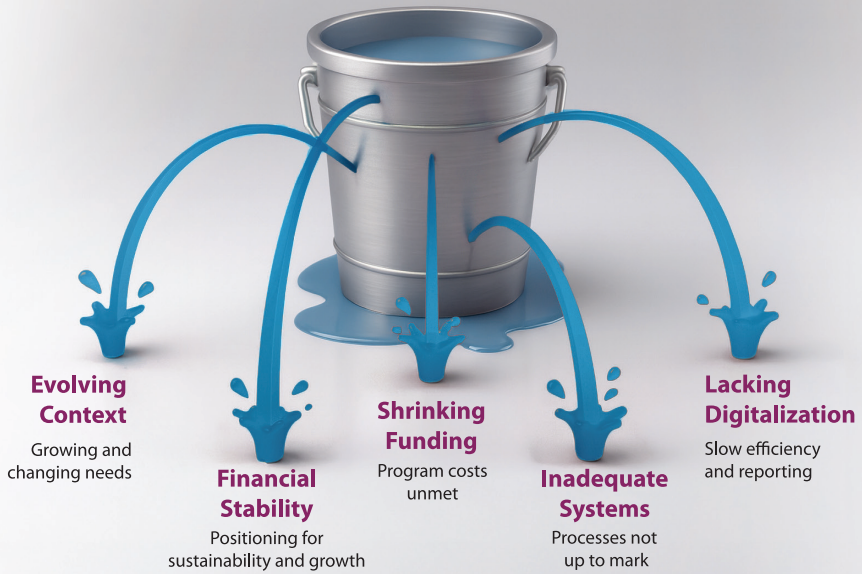
Objectives for PRCS Transformation: Transforming PRCS for Effective Response & Organizational Resilience

The Pakistan Red Crescent Society (PRCS) is poised to lead a transformative journey towards 2030, aligning its mission with global humanitarian goals and Pakistan's unique challenges. This strategic evolution aims to enhance resilience, inclusivity, and operational excellence across all levels of service and development.

1. **Bridging Humanitarian Gaps:** Strengthen PRCS's role as a connector between communities, government, and international partners, promoting integrated responses to disasters and health crises to achieve nationwide resilience by 2030.
2. **Elevating Organizational Capacity:** Transform internal structures through digital innovation, volunteer empowerment, and resource diversification, ensuring agile, accountable operations that adapt to evolving challenges like climate change and fragility.
3. **Cascading Impact for Sustainability:** Drive long-term societal change by mainstreaming inclusion, localization, and preventive actions, aiming to reduce vulnerabilities and amplify PRCS's auxiliary mandate for a more equitable Pakistan.



PRCS TRANSFORMATION: What is driving this process?



SWOT Analysis for PRCS Transformation

To achieve our transformational agenda for 2030, the Pakistan Red Crescent Society (PRCS) conducted a comprehensive SWOT analysis, identifying internal strengths and weaknesses alongside external opportunities and threats.

S — STRENGTHS +

- Part of the global RCRC Network & large volunteers' base
- Legal status as auxiliary to the Government
- Community-based organization with strong presence
- Acceptance and acceptability all over Pakistan
- Footprints of humanitarian service for over 78 years

W — WEAKNESSES -

- Donor-dependent and financially unsustainable
- High staff turnover and undefined niche.
- Weak systems, personality-driven management
- Limited digitalization in accountability areas
- Auxiliary role not well disseminated

O — OPPORTUNITIES +

- New Leadership commitment and Will for transformation
- Large percentage of population consist of Youth
- Strategic Plan 2030 finalized
- International funding support from unorthodox partners.
- Government restrictions on NGOs/INGOs in Pakistan.

T — THREATS –

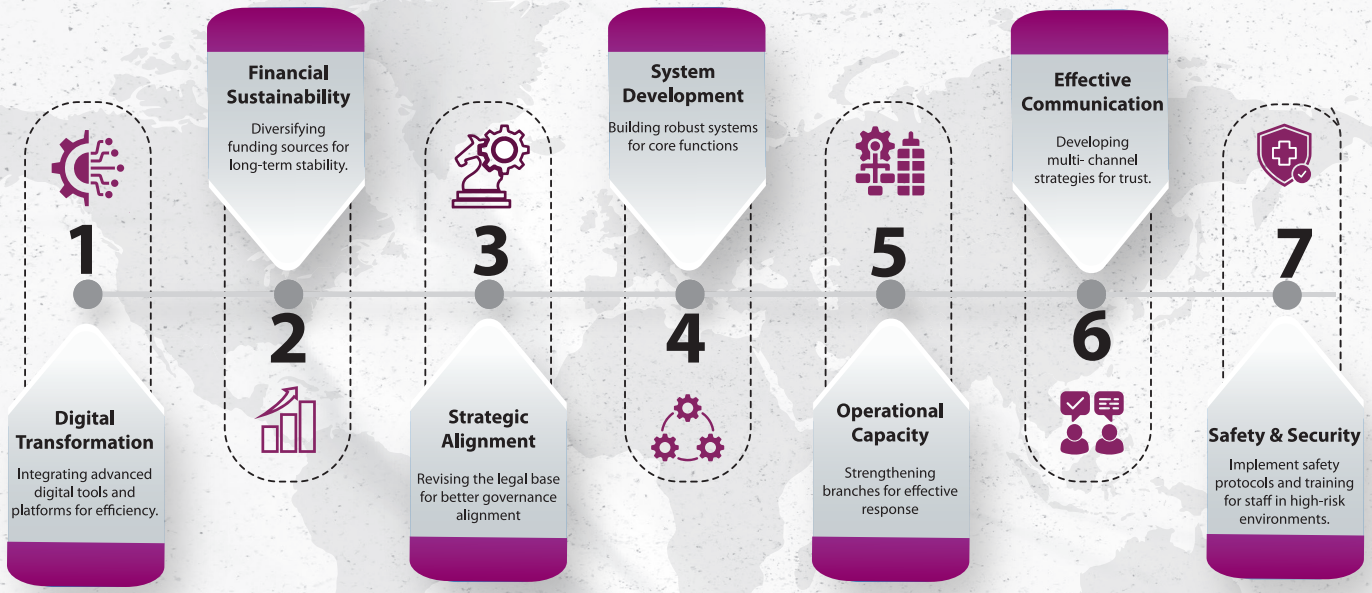
- Climate change impact
- Rapid, unpredictable leadership shifts in NS
- Limited resources and staff turnover
- Inadequate HR for change management
- Organizational comfort zone mindset

FOCUSED AREAS FOR TRANSFORMATION:

The Pakistan Red Crescent Society (PRCS) has identified seven key areas for transformation to modernize its operations, enhance sustainability, and amplify its humanitarian impact amid Pakistan's evolving challenges like climate disasters and resource constraints. These priorities, derived from a comprehensive SWOT analysis, focus on internal strengthening to better support external service delivery, ensuring PRCS remains a resilient auxiliary to government and communities while aligning with global Red Cross and Red Crescent standards.

No.	Area of Transformation	Description	Why Prioritized
1	**Digital Transformation and Data Management**	Integrate advanced digital tools, AI, and data analytics to streamline processes, improve decision-making, and enhance real-time response capabilities.	To address limited digitalization weaknesses, boost efficiency in accountability, and adapt to data-driven humanitarian trends for faster, more targeted aid delivery.
2	**Financial Sustainability through Grants and Partnership Management**	Diversify funding sources via grants, innovative partnerships, and resource mobilization to reduce donor dependency and achieve long-term financial stability.	To counter financial unsustainability and fluctuating donor landscapes, enabling predictable operations and expanded programs in underfunded areas like health and disaster response.
3	**Strategic Alignment between Governance and Management through revision of the PRCS Legal Base**	Update the 1920 Act and governance structures to achieve better alignment, clarify auxiliary roles, promote agile management, and integrate humanitarian diplomacy to persuade decision-makers to support vulnerable populations.	To leverage the strengths of legal status while disseminating auxiliary roles effectively, ensuring compliance, strategic coherence, stronger government collaboration, and enhanced advocacy through the principles of humanitarian diplomacy.
4	**System Development (Finance, Audit, Logistics, Procurement, HR, and Volunteers)**	Build robust, integrated systems for core functions to improve transparency, efficiency, and volunteer management.	To overcome weak, personality-driven systems and high turnover, promote operational excellence and a skilled workforce for sustainable humanitarian efforts.
5	**Enhanced Operational Capacity of PRCS / Branch Development**	Strengthen provincial and district branches with training, resources, decentralization, and the **Preparedness for Effective Response (PER)** approach for systematic capacity assessment and rapid, localized responses.	To capitalize on omnipresence and volunteer base, addressing fragile contexts and access issues for equitable aid across Pakistan's diverse regions, while building cyclical preparedness through PER.
6	**Effective Communication (Internal & External)**	Develop multi-channel strategies for transparent internal coordination and external outreach to build trust and visibility.	To enhance acceptance and partnerships, countering comfort zone mindsets and amplifying PRCS's 78-year legacy in engaging youth and stakeholders.
7	**Safety and Security**	Implement comprehensive protocols, training, risk management, and **duty of care measures** to protect staff, volunteers, and assets in high-risk environments, ensuring their safety and well-being.	To mitigate threats like climate impacts and instability, ensure safer access, operational continuity, and fulfillment of the duty of care in conflict-prone areas for uninterrupted humanitarian work.

PRIORITY AREAS FOR PRCS TRANSFORMATION PLAN



Guiding Principles and Implementation:

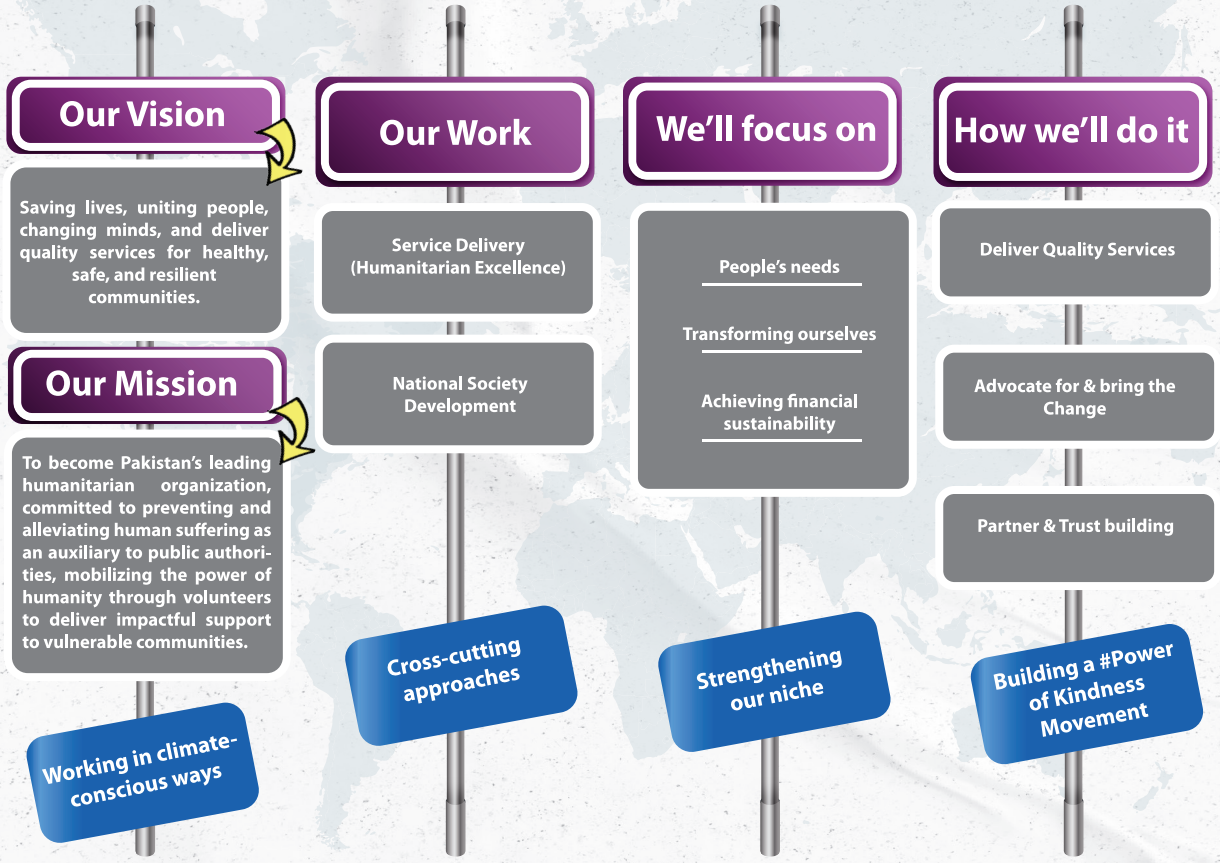
Guided by IFRC Strategy 2030's emphasis on agility, foresight, and multi-stakeholder platforms, PRCS's framework promotes a "platform for transformation" – from reactive relief to anticipatory, localized action. Objectives include reducing disaster vulnerabilities by 30%, achieving 95% immunization coverage, and mobilizing $10 million annually in sustainable funding. Implementation involves phased roadmaps, monitoring via key performance indicators, and annual reviews to adapt to emerging threats like fluctuating donors (e.g., USAID's 2025 suspensions) and opportunities from COP29 commitments. Through this framework, PRCS commits to a more humane, equitable Pakistan, where communities lead their recovery and every volunteer brings change.

OUR FACE OF SUCCESS

What we want to change or achieve?

To become a self-reliant, digitally empowered, and inclusive National Society that leads humanitarian efforts in Pakistan, strengthening community resilience and global partnerships.

Strategy in a Nutshell



CREDITS:
Developed under the visionary leadership of Chairperson PRCS Mrs Farzhana Naek, Secretary General Muhammad Abaidullah Khan, with the valuable contributions of Technical Departments, Provincial branches and Movement Partners.

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