



JOINT HUMANITARIAN STRATEGY: PAKISTAN FLOODS 2025

INDUS CONSORTIUM, PAKISTAN

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Foreword

The floods of 2025 have once again demonstrated both the power of the Indus River and its tributaries, as well as the resilience of its people. For those who live along its banks, these waters sustain life but also bring devastation. Families in riverine belts, farmers in fertile plains, and vulnerable groups in Punjab and Sindh now face losses that no community should endure alone.

We have chosen to face this challenge together. Our collaboration, built over seventeen years of working side by side, has taught us that collective action reaches more people, and does so with greater quality, dignity, and accountability.

This Humanitarian Programme Strategy is both a compass and a commitment. It guides our work in the weeks and months ahead, saving lives, protecting dignity, strengthening livelihoods, and building resilience. It is also a *living document*, open to review and adaptation as the situation evolves and as communities shape our response with their voices and priorities.

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1.0 Introduction

The 2025 floods have created one of the most serious humanitarian emergencies Pakistan has faced in recent years. Rising waters have already displaced families across Gilgit-Baltistan, Khyber Pakhtunkhwa, and Punjab, and are now moving south toward Sindh. In this rapidly changing situation, local organisations with deep roots in affected areas have a critical role to play. This Humanitarian Programme Strategy is our collective response; a framework that brings together our experience, our resources, and our commitments so that we can act with clarity, coordination, and purpose.

1.1 Purpose of the Humanitarian Strategy

Pakistan is facing unprecedented floods that have already damaged districts in Gilgit-Baltistan and Khyber Pakhtunkhwa, and are now sweeping through North and Central Punjab. As the rivers merge in South Punjab and enter Sindh as one mammoth flood, we anticipate severe flooding in the coming days. This Humanitarian Programme Strategy is being prepared in the midst of this unfolding disaster. It is therefore designed as a living document that can evolve with the situation, guiding our collective response while allowing for adaptation as conditions change.

This Humanitarian Programme Strategy provides our four organisations, [Laar Humanitarian and Development Programme \(LHDP\)](#), [HELP Foundation](#), [Doaba Foundation](#) and [Indus Consortium](#), with a shared compass for their humanitarian work. For too long, outside agencies pulled us in different directions, leaving our collective value diluted. By setting out our own strategy, we hold ourselves accountable to each other and ensure that our staff, as well as our leadership, can connect across organisational and geographic boundaries. The strategy provides members with a clear pathway to improve, and it places responsibility on relatively stronger members to provide support, technical guidance, and resources. Together we stand, apart we fall.

Externally, the strategy signals to donors, UN agencies, and the government that we are more than a loose alliance. We have worked together for over seventeen years, and we now stand as a registered consortium with the ability to manage large-scale, multi-province humanitarian responses. Our collaboration enables us to reach a significant number of households in both Punjab and Sindh, and we have developed practical methodologies to measure impact, avoid double-counting, and calculate realistic costs. In this way, we demonstrate both ambition and credibility: the ability to deliver relief and recovery at scale without losing quality.

At the same time, this strategy reflects our conviction that humanitarian work is not a matter of competition. We remain open to other local organisations that share our rights-based principles and are willing to plan, review, and be accountable together. Over the years, we have cultivated a culture of peer review, where each member examines the work of others, enabling us to develop our own local quality standards that align with Pakistan's context. This openness and mutual accountability make our consortium stronger, giving affected communities the dignity and quality of service they deserve.

1.2 Brief Overview of the Member Organisations

The brief overview of the organisations is the following:

Laar Humanitarian and Development Programme (LHDP)

LHDP was established in 2006 in Badin, Sindh, by local Shedi volunteers (Black African community in Pakistan) who had seen their communities battered by repeated disasters. From those roots, it has grown into an organisation working across eight districts of Sindh. LHDP focuses its efforts on humanitarian programming, which includes WASH, emergency food security, preparedness, and climate risk reduction. The organisation calls itself the “Voice of disaster-prone communities”, and its vision is simple but powerful: *safer, more resilient communities in disaster-prone areas where women and men shape their own future.*

HELP Foundation

The HELP Foundation began in 1976 in Rajanpur, Southern Punjab, and has consistently maintained its focus on the most marginalised riverine, smallholder, and Rod Kohi (flash-flood) communities. Over time, its work has expanded into education, health, environment, climate resilience, livelihoods, and disaster preparedness. Geographically, all work of the organisation is in riverine, flash flood, and drought areas.

Doaba Foundation

The Doaba Foundation was registered in Islamabad in 1987, but its roots lie in the flood-prone riverine districts, where its trustees grew up and had personal experiences dealing with floods. That trust with communities helped Doaba pioneer flood preparedness models and then broaden its work into sustainable livelihoods (including food and nutrition), strengthening local civil society, promoting gender-sensitive disaster preparedness, addressing disability, and inclusive public health.

Indus Consortium for Humanitarian, Environmental and Development Initiatives

LHDP, HELP and Doaba started working together in 2002. They established a working relationship that evolved into one of **trust and mutual accountability.**

Therefore, they formally founded the Indus Consortium in 2008 as a platform organisation. It has since become a registered entity in its own right, giving the three organisations a collective voice for communities living in disaster-prone areas and a hub for joint humanitarian action, climate and water rights advocacy, and wider development initiatives. The consistent programmatic focus is on disaster-prone areas and communities. By combining strengths, the Consortium ensures that local voices are heard at provincial, national, and international levels, and that humanitarian work is more coordinated and impactful.

The people-centred advocacy of Indus Consortium is widely recognised by both provincial and national governments in Pakistan, particularly in the areas of humanitarian response (loss and damage), water governance, and climate action. The Consortium has played a pivotal role for years in bridging the gap between policymakers, financiers, academia, and communities, ensuring that policies and practices remain community-centred and responsive to local needs.

1.3 Value of Working Together as a Consortium

Over the past seventeen years, the most outstanding value we have found in working together has been peer learning. Each organisation has brought its own local knowledge, and together we have been able to test and improve practical, low-cost solutions. Some of these have become our collective signatures, such as the latrine designs we developed during floods, the improved squatting plates for emergency pit latrines, and the contents of hygiene kits tailored to community needs. These innovations did not come from outside experts but from our own dialogue, sometimes blunt and uncomfortable, yet most of the time honest. Because no donor or external judge was present in the room, we could share the hard truths about mistakes and their impact on communities with each other. At times, disagreements became heated, but the shared commitment to people's dignity always prevailed.

Working as a consortium has also given us the ability to act quickly and support one another in real emergencies. When floods hit Punjab, Doaba was able to receive immediate support in the form of latrines, water tankers, and other equipment shared by other members. We have built surge capacity by rapidly deploying trained volunteers and technical staff across districts. This enabled us to scale up quickly in the 2010 mega floods and in later emergencies. More recently, it helped us to pool our expertise for the heatwave response, which has since evolved into the foundation for our Urban Climate Resilience Programme.

Individually, our organisations would have remained limited in scale, reach, and technical depth. Together, we have developed a self-correcting system that enhances our humanitarian efforts. We hold each other accountable, share

resources in times of crisis, and maintain the ability to scale up when disasters strike. Beyond the operational benefits, our consortium embodies a principled commitment: we are not competitors but allies, guided by rights-based values and by the conviction that collective action delivers more dignity and better quality for affected communities.

2.0 Humanitarian Context

The floods of 2025 are unfolding on an unprecedented scale, cutting across provinces and compounding the vulnerabilities of communities already living with poverty, debt, and fragile services. Heavy rains in Gilgit-Baltistan and Khyber Pakhtunkhwa have caused heavy rainfall in the catchment areas (mainly in India) of the Satluj, Ravi River, and Chenab, swelling rivers and pushing floodwaters into Punjab and on toward Sindh, where the risks of widespread displacement and loss are intensifying. This is not a single event but a cascading crisis, where each day brings new areas underwater and new communities in need. Understanding this context is essential for shaping a response that is both immediate and adaptable, rooted in the realities faced by those who live along the Indus and its tributaries.

2.1 Scale and Trajectory of the 2025 Floods

Since late June 2025, Pakistan has experienced one of the heaviest monsoon floods in recent memory. According to NDMA, between 26 June and 28 August at least 6,138 houses have been damaged, over 1,200 livestock lost, and thousands of families displaced across Punjab, Khyber Pakhtunkhwa, Sindh, Balochistan, and Gilgit-Baltistan. Casualties continue to rise, with hundreds of lives lost and injuries reported, particularly in flash flood-affected districts.

As of 28 August, floodwaters are moving downstream. The Ravi and Sutlej rivers are at exceptionally high flood levels at several key points (Sulemanki, Balloki, Ganda Singh Wala), while the Chenab is projected to reach exceptionally high levels at Trimmu by 29 August. Within days, the Panjnad confluence is expected to face very high flows, and by the first week of September, the Indus at Guddu and Sukkur barrages will receive very high flood levels. This trajectory means South Punjab and Sindh are now at greatest risk, with downstream riverine belts expected to face severe inundation as eastern and northern waters merge into the Indus.

Meteorological reports indicate that fresh monsoon activity and continued rainfall are occurring in upper catchments, further compounding the situation. The combination of heavy upstream inflows, dam discharges, and local rainfall increases the probability of prolonged high flood conditions along the Indus system. For low-lying districts in Khairpur, Sukkur, Ghotki, Rajanpur, Rahim Yar

Khan, D.G. Khan, Jhang, Muzaffargarh, and beyond, the coming weeks represent a period of acute humanitarian risk.

2.2 Anticipated Risks in South Punjab and Sindh as Rivers Merge

As the Ravi, Sutlej, and Chenab flows converge at Panjnad and pour into the Indus, the downstream belts of South Punjab and upper Sindh face the most significant risk in the coming weeks. The low-lying kacha settlements, islands (small doabas), and riverbank villages in Rajanpur, Dear Ghazi Khan, Rahim Yar Khan, Kashmore, Ghotki, Sukkur, Khairpur, Shikarpur, and Larkana are particularly exposed. Eventually, the districts of Jamshoro and Sujawal will be affected. We assume that the Sindh Government will be able to make decisions about the technical breaches on time. If it does not happen, then the districts of Dadu and Sehwan may also be affected. These areas are used to seasonal high waters, but the present situation is different in scale and timing. Multiple crests are expected as upstream rains, snowmelt, and glacier melt combine, and the floodplain may remain inundated longer than usual. For communities that live right against the river, this means not just a single displacement but repeated cycles of evacuation and return.

The limited capacity of Left Bank Outfall Drainage (LBOD) and Right Bank Outfall Drainage (RBOD) increases disaster risks, as they cannot drain large volumes of water within a short timeframe. These structures will cause a specialised type of damage to crops and human settlements in the Jamshoro, Dadu, Sanghar, Mirpurkhas, and Badin districts of Sindh.

The humanitarian risks downstream are severe. In some areas, embankments are old, weak, or not maintained due to the current governance crisis, and overtopping or breaches would allow floodwaters to spread laterally across vast tracts of land. Even without a breach, canals and drains can backflow, flooding settlements that are often considered “safe.” Displacement is already underway, and many families are forced to move to embankments and roadsides with little time to prepare. Some refuse to leave at all, trying to protect livestock and assets, which places them in even greater danger when waters rise quickly. Once displaced, access becomes a struggle. Submerged causeways and damaged culverts cut off entire pockets, leaving some communities reachable only by boats. Even in the case of simultaneous flash floods in the districts of Dera Ghazi Khan, Ranjanpur (Punjab), Dadu, and Qamber Shadadkot (Sindh), the boats are unfeasible to use. Literally, people in these areas can remain without access to other towns and cities for weeks.

Public health risks multiply under these conditions. When handpumps and open wells are submerged, people turn to unsafe water sources, and outbreaks of

diarrhoea and cholera follow quickly. Stagnant pools create breeding grounds for mosquitoes, leading to a rise in dengue and malaria cases within one to two weeks of flooding. For women and girls, safe sanitation becomes a pressing issue. Privacy, lighting, and menstrual hygiene are rarely prioritised in temporary sites, increasing both health risks and exposure to gender-based violence. Children are at risk of separation, school disruption, and injuries from playing with unsafe water. Minorities, women-headed households, and persons with disabilities often find themselves excluded when relief is distributed through local power structures, and families who lose their identity documents may not even appear on assistance lists.

Livelihoods are also under threat. Standing crops, such as cotton and sugarcane, are already being damaged, and stored seed and tools are lost when homes go underwater. Livestock face fodder and water shortages, and traders struggle to restock village markets. Prices for safe water, fodder, and basic food items spike when families can least afford them. Rural infrastructure adds another layer of vulnerability. Roads, culverts, and tube wells bores are damaged or submerged, and fuel shortages constrain both water trucking and relief logistics. The post-flood heat and humidity exacerbate dehydration and disease, while live electric wires, unsafe boat use, and bites from snakes or scorpions introduce new hazards.

The speed and scale of the floods also test local governance and coordination. District administrations struggle to keep pace, which results in conflicting lists and uneven aid distribution. Some areas see a concentration of assistance, while others are left behind. In this confusion, it is the most exposed households along the riverbanks who bear the brunt of overlapping risks (e.g., displacement, disease, loss of livelihood, and protection threats). Their experience is not uniform, however. Within these communities, certain groups face much sharper vulnerabilities, shaped by age, gender, disability, and social status. It is toward these groups that the weight of the floods will fall most heavily.

2.3 Vulnerable groups most at risk

Floods do not strike on even ground. The waters may spread across entire districts, but their weight falls heaviest on specific communities and households. For generations, riverine families have lived in the kacha belts and adjacent areas, farming fertile floodplains while carrying the highest exposure to breaches and overtopping. They are the first to lose homes, crops, and livestock when the rivers swell, and the last to return once the waters finally recede.

Within these riverine communities, risks multiply along lines of gender, age, disability, religion, and socioeconomic status. Women and girls shoulder the

burden of care, face unsafe sanitation and exposure to gender-based violence in displacement sites, and often eat last when food is scarce. Children lose not only shelter and schooling but also safety, as separation, exploitation, and hazardous water play become real dangers. The elderly struggle with evacuation, chronic health conditions, and the loss of social support networks, while persons with disabilities find their access to aid, facilities, and mobility sharply reduced. Religious minorities in Sindh and Punjab, mainly Hindu Dharma and Christianity, often live on the social and geographic margins and are the first to be overlooked in relief distributions managed through local power structures.

Another layer of complexity arises from the presence of informal relief providers whose legitimacy and long-term agendas are not always apparent. Their visibility during crises can shrink the operating space for rights-based civil society organisations, making it harder for transparent actors to maintain community trust and access to resources. For young men in particular, interactions with such groups can create pathways that appear supportive in the short term but may carry significant costs for their future opportunities and social standing.

Small and medium farmers represent another layer of vulnerability that is less visible but deeply consequential. Their livelihoods rest on crops and livestock that floods can erase in days. Many of these farmers survive on agricultural loans taken from informal lenders at exorbitant interest rates. In Sindh, Hindu moneylenders play a significant role in this cycle, advancing loans in exchange for future crops. When harvests fail, the loans do not vanish; they compound. For farming families already reeling from losses, the floods can exacerbate a cycle of indebtedness that extends well beyond the immediate crisis, trapping them in long-term dependency and exploitation.

This overlapping set of risks, where gender intersects with age, disability intersects with social status, and economic vulnerability compounds with geography, creates a complex pattern of exclusion. It means that no two households face the floods in the same way, and some carry far greater burdens than others. Recognising these intersecting vulnerabilities is essential if our humanitarian work is to reach those who are most exposed rather than those who are most visible.

[2.4 Lessons from Past Floods \(2010, 2014, 2022\)](#)

The major floods of 2010, 2014, and 2022 showed us that disasters are not equalisers. They expose and deepen existing weaknesses in how services are designed, how livelihoods are protected, and how dignity is safeguarded. Looking back, the lessons are consistent, and they guide how we must act now.

In WASH, the past has made it clear that placement matters more than numbers. Funding mechanisms in past responses often prioritised rapid disbursement over community-led priorities, leading to inefficiencies. As a result, we often overlooked the placement issue. Latrines and water points that were poorly located remained unused or created new risks, especially for women and girls. When they were built with privacy, lighting, and community input, they became safe and functional. Hygiene kits were effective only when they reflected local practices and seasons (as opposed to the artificial list of items imposed by international actors); when they did not, they went unused. Another recurring lesson was the danger of stagnant water, which led to repeated outbreaks of diarrhoea, dengue, and malaria. Quick chlorination, drainage around displacement sites, and mosquito control measures proved as crucial as building new facilities.

In livelihoods, the most successful recovery came when support was aligned with the agricultural cycle. Farmers needed seeds, tools, and fodder only when the waters had receded and the timing matched the crop calendar. Too early or too late, inputs were wasted or sold away by the beneficiaries at much lower prices. Livestock support (e.g., fodder, vaccinations, and veterinary care) was vital for keeping draught animals and milch cattle alive. **Cash-based assistance**, when delivered transparently and with reliable systems, gave families dignity and flexibility. It saved sophined off of the resources in terms of taxes, contractor profits, transport expenses, etc. We estimated that cash-based assistance helped us to transfer about 55% more value to the beneficiaries. The Watan Cards, after the 2010 floods, remain an example of how cash support can work, provided grievance redressal and inclusion safeguards are in place. At the same time, repeated crises highlighted the quiet but serious problem of informal credit. Small and medium-sized farmers, already burdened by high-interest loans from local lenders, were pushed deeper into cycles of indebtedness when floods destroyed their crops. Any meaningful recovery strategy must therefore consider fair finance and debt relief mechanisms by the district, provincial and federal governments.

In protection, past floods have shown how quickly vulnerabilities can multiply. Women and girls were exposed to harassment at water points and distribution sites. Children faced separation, exploitation, and trauma when their schooling and daily routines collapsed. The elderly and persons with disabilities often find it most challenging to reach relief services. Religious Minorities (especially people from lower castes of Hindu Dharma), already living on the social and geographic margins, were frequently left out when distributions were managed through local power structures. Where response actors implemented lighting, created child-friendly spaces, offered psychosocial support, and established female-staffed feedback systems, families reported greater safety and dignity. The key lesson is

that protection cannot be an afterthought. It must be built into every aspect of relief from the beginning.

Across all sectors, past floods underlined the value of coordination and accountability. Too often, some tehsils saw duplication of aid while others were left behind. When agencies shared assessments, harmonised kit contents, and aligned with government systems, resources stretched further and coverage was fairer. Transparent lists, independent monitoring, and validation through community committees helped build trust and reduce elite capture. Another lesson was preparedness, which involves contingency planning that must cover more than the historically flood-prone districts, as each flood has shown a tendency to hit new areas (mainly due to governance issues).

These lessons remind us that Pakistan's floods are not one-off disasters but recurring shocks. Unless we carry forward what we have already learned about safe WASH design, time-sensitive livelihood support, inclusive protection, and accountable coordination, the same groups will continue to bear the heaviest burdens each time the rivers rise or hill torrents hit the human settlements. What past floods have also shown is that *no single organisation can hold all these strands together on its own*. The most durable solutions came when actors worked side by side, shared resources, and held each other accountable. That experience shapes how we now organise ourselves and define our collective way of working.

3.0 Consortium Modality (How We Work Together)

Our organisations have worked side by side for more than seventeen years, often in the most challenging moments of Pakistan's recent history of floods. Each crisis has reinforced the same truth: *no single organisation, however experienced, can respond to such scale and complexity alone*. By coming together as a consortium, we combine reach, technical expertise, and credibility, while keeping our roots firmly in the communities we serve.

The consortium aligns with national and provincial protocols, securing NOCs and approvals as required. While engagement at the provincial level often remains procedural, at the district level, our partnerships with DDMA's (Deputy Commissioners and other administrative offices) carry real weight. District administrations have repeatedly recognised the value of our field presence. This practical relationship with local authorities enables us to deliver at speed and scale.

Surge capacity is one of our greatest assets. Over the years, we have shared tankers, latrine squatting plates and moulds, trained volunteers, and technical staff across provincial lines, moving quickly to where the need was greatest.

During past floods, LHDP in Sindh received immediate support from Punjab-based members who dispatched sanitation equipment and volunteers within hours. This spirit of mutual reinforcement is not accidental; it has been shaped by our participation in international surge learning platforms and extensive capacity-building work of Oxfam Novib, including our partnership with Start Network's Disasters and Emergencies Preparedness Programme. These experiences have given us tools to plan, deploy, and scale as a *collective* rather than as *isolated actors*.

Alongside this operational collaboration, we have assigned the Indus Consortium, registered as a legal entity, to take responsibility for research, policy and advocacy work at the federal and international levels. This ensures that the experiences and realities from the field are carried into national debates and global platforms. In this way, the consortium closes the loop from practice to policy, linking the voice of communities with the structures that shape humanitarian and climate resilience agendas.

Each member organisation leads in its own geography, with LHDP in Sindh and HELP and Doaba in South Punjab. Programmatically, we all work in WASH, emergency livelihoods, and protection in our joint Humanitarian Programme. When needed, we loan staff, provide technical support, or second volunteers to each other's programmes. This flexibility allows us to maintain quality and scale even when one member is overstretched. It also ensures that communities across both provinces benefit from the collective expertise of the consortium.

A distinctive feature of our consortium is our culture of peer accountability. Because we have worked together for nearly two decades, we can afford to be honest, even blunt, about shortcomings. No donor or external judge needs to be in the room; we tell each other the hard truths and adjust quickly. Over time, this has evolved into our own quality assurance mechanism. We conduct peer reviews of service quality, kit contents, and technical designs, and benchmark each other against locally relevant standards. This mutual accountability helps us protect communities from poor-quality goods or services and keeps our work grounded in dignity and rights.

This approach is not an end in itself. It is the foundation that allows us to define our collective objectives with confidence, knowing that what we plan together can also be delivered together.

4.0 Strategic Objectives of Our Humanitarian Response

Our consortium has grown from years of shared field experience and reflection on past crises. The objectives we set for ourselves are not abstract aspirations but the direct outcome of what communities need most and what we have learned

through practice. Together, they define how we respond in the immediate, how we protect dignity and rights, how we prepare for what is coming, how we speak for the communities we serve, and how we build pathways to recovery and resilience. The six pillars of our humanitarian strategy are the following:

4.1 Immediate lifesaving assistance

In the first phase of flooding, survival depends on fast, coordinated action. We prioritise food, preferably cooked to reduce the workload of women and girls, along with safe drinking water, emergency latrines, appropriate shelter, and basic health support. By pooling equipment, volunteers, and technical staff, we can move quickly across districts to fill the most urgent gaps. The focus is on *delivering services that are usable, safe, and respectful of local needs, from hygiene kits adapted to local customs to shelters that provide comfort and privacy for women and girls*. Where markets remain functional, unconditional cash transfers can complement these activities by providing families with the flexibility to address their own urgent priorities.

4.2 Emergency Food Security and Livelihoods

Floods not only destroy homes but also devastate incomes. Families lose crops, livestock, shops, and tools overnight, leaving them without the means to survive beyond immediate relief. Our objective is *to protect livelihoods at the earliest stage so that households are not pushed deeper into debt and dependency*. This includes providing fodder and veterinary support for livestock, supporting traders in restocking local markets, and creating short-term income opportunities through cash-for-work programs for debris clearance and road repair. Where markets allow, cash transfers help families to replace tools, restart small businesses, or cover essentials until they can stand on their feet again. Emergency livelihoods serve as a vital bridge, preventing families from sliding into long-term poverty.

4.3 Protection, inclusion, and dignity

Floods magnify existing risks. Women often face harassment at water points and distribution sites, children lose their safety and schooling, the elderly struggle with mobility, and minorities are usually excluded from relief lists. Our response places protection at the centre. We design facilities that are safe and accessible, create complaint and feedback systems people can trust, and work to ensure no household is left behind. *The aim is to shield vulnerable people from harm and affirm their dignity and agency*. Cash support, when possible, strengthens this by allowing families to choose what matters most for their own well-being.

4.4 Preparedness and surge capacity

Every flood shows that minutes and hours matter. We invest in pre-positioned supplies, trained volunteers, and technical teams who can deploy quickly across

provincial lines. Our strength lies in sharing: when one member is stretched, others step in with staff, vehicles, or equipment. Preparedness also means planning with financial service providers so that, when markets remain open, cash transfers can be activated rapidly. This combination of physical readiness and financial readiness enables us to respond to both communities cut off from markets and those that can meet their needs if provided with direct support.

4.5 Advocacy and policy voice

Our work is rooted in practice, but it does not stop there. Through the Indus Consortium, we amplify the voices of affected communities in national debates and on international platforms. We argue for humanitarian standards that respect dignity, protect the space of local organisations, and keep attention on the vulnerabilities of South Punjab and Sindh. Evidence from our own pilots, including the use of cash-based assistance, reinforces this advocacy and demonstrates to donors and policymakers what works on the ground. In this way, we link local realities to policy decisions that shape humanitarian action.

4.6 Transition to recovery and resilience

Emergencies may trigger our response, but our responsibility extends far beyond the first weeks. We support families in restoring their livelihoods, protecting livestock, rebuilding homes, and preparing for the next crisis. Recovery inputs are timed to the agricultural calendar, so seeds and tools arrive when fields are ready and not before. Resilience means embedding risk reduction and climate adaptation into every phase, helping households move out of dependency and face the next flood with more strength. Cash transfers also play a role, providing flexibility for families to replace lost tools, repair their homes, or pay off small debts that keep them trapped.

These objectives guide our work, but they gain meaning only when rooted in the realities of the floods now unfolding. The scale of devastation requires us to focus attention on specific districts, define clear priorities for immediate relief, and build pathways that link recovery with resilience.

5.0 Response Priorities and Geographic Focus

Our objectives only gain meaning when anchored in the realities of place and practice. The floods of 2025 have affected vast stretches of Punjab and Sindh. Still, our consortium will focus its response on areas where we have an existing presence, proven partnerships, and the ability to scale quickly. Within these areas, we will phase our work from immediate relief into early recovery, while carrying cross-cutting priorities throughout.

5.1 Geographic scope

Each member organisation brings a clear geographic footprint. In **Sindh**, LHDP is initially focusing on the northern districts, including Dadu, Qamber-Shahdadkot, Larkana, Khairpur, Sukkur, and Jamshoro, with a phased movement of operations further south to Sujawal and Badin as floodwaters travel downstream toward the Arabian Sea. This distribution allows the consortium to cover both provinces comprehensively while avoiding duplication.

In **Punjab**, the Doaba Foundation is focusing its operations in Gujranwala, Sialkot (not our long-term focus districts), Jhang, Muzaffargarh, Multan, Lodhran, Kot Addu, and Layyah. Meanwhile, the HELP Foundation is currently leading the response in Rajanpur, Rahim Yar Khan, Bahawalnagar, and Bahawalpur. Both organisations will remain ready to move wherever relief is most urgently required across the entire Punjab, but their long-term engagement will concentrate on the South Punjab districts.

5.2 Relief phase priorities

In the relief phase, the consortium will prioritise lifesaving interventions in food, WASH, health, and NFIs. Our comparative strength lies in WASH, where years of peer learning have enabled us to develop tested, low-cost latrine designs, culturally appropriate hygiene kits, and a strong capacity for water trucking and dewatering. These interventions will be combined with cooked food distribution where feasible, health support, and targeted NFIs such as bedding and household items. Our aim is not only *to move quickly* but also *to ensure that what we provide is safe, usable, and adapted to the needs of women, children, and vulnerable groups*. Where markets remain functional, unconditional cash transfers will complement in-kind relief, allowing families to make their own choices in meeting urgent needs.

5.3 Early recovery

Our early recovery focus will be on *WASH and livelihoods*, avoiding duplication in shelter repair where other humanitarian actors are better placed. In WASH, we will restore and improve water sources, rehabilitate sanitation facilities, and reduce the risk of disease outbreaks as waters recede. In livelihoods, we will protect and revive key assets through fodder and veterinary care for livestock, support for traders to re-establish supply chains, and time-sensitive agricultural inputs aligned with the crop calendar. Cash-for-work and other income-generating options will help families regain control over their lives. Gender equality and climate resilience will be woven into each activity, ensuring that recovery reduces long-term vulnerability rather than reinforcing it.

5.4 Cross-cutting priorities

Across both phases, our consortium will hold to four cross-cutting commitments: protection, accountability, gender inclusion, and environmental sustainability. We will prioritise protection by making facilities safe and accessible, and by maintaining feedback systems that allow communities to shape our response. Accountability will be pursued through transparent targeting, peer review, and joint monitoring. Gender inclusion will remain central, from the design of hygiene kits to the composition of committees and the targeting of livelihood inputs. We will assess every intervention for its impact on climate resilience, with the goal of reducing risk in a context where floods, heavy rains, droughts, and heatwaves are no longer exceptional but recurrent.

Our geographic focus and phased priorities define *where and what we will do*, but experience has taught us that no response succeeds in isolation. The scale of the current floods demands collaboration that extends beyond our own consortium, linking with government systems, coordinating with humanitarian clusters, and standing alongside peer organisations that share our principles. Just as we translate our objectives into action on the ground, we also carry the responsibility to connect those actions into wider partnerships and collective advocacy.

6.0 Partnerships and Advocacy

Our consortium recognises that humanitarian action only succeeds when it is coordinated, transparent, and grounded in trust. Over the years, we have learned that partnerships, whether with government, UN mechanisms, the private sector, or peer organisations, determine the effectiveness of response just as much as resources and plans. The floods of 2025 present not only an operational challenge but also an opportunity to strengthen how local actors engage with national and international systems.

6.1 Government coordination

We align ourselves with Pakistan's humanitarian governance structures at federal, provincial, and district levels. At the national level, we comply with NDMA protocols, securing the necessary NOCs and approvals. At the provincial level, we coordinate with PDMA offices as required. But it is at the district level where our collaboration is most practical and impactful. DDMA, chaired by Deputy Commissioners, are where decisions translate into concrete action, and our consistent participation gives us both legitimacy and influence. For example, HELP Foundation is a formal member of the DDMA in Rajanpur, providing regular input into preparedness and response planning. Across Punjab and Sindh, our members attend DDMA meetings, share data, and align distributions with administrative directions. Our approach ensures that our interventions are not parallel but complementary, enhancing both speed and accountability.

6.2 Humanitarian clusters

The UN cluster system has not yet been formally activated for the 2025 floods, but we remain ready to participate as soon as it is launched. Our position is clear: clusters should operate within Pakistan's humanitarian governance system, supporting the NDMA, PDMA, and DDMA, rather than functioning in isolation. When activated, we will contribute most actively to the WASH, Protection, and Livelihood clusters, bringing field-tested solutions and evidence from Punjab and Sindh. We also commit to reporting into the UN's "4Ws" system (Who, What, Where, When) to ensure that data from local NGOs is visible and valued in national coordination. Until clusters are operational, we will continue to provide evidence to government coordination forums, particularly at the district level. By sharing real-time information on needs, gaps, and response activities, we strengthen collective planning and ensure that community realities are taken into account.

6.3 Private sector and philanthropists

Beyond formal humanitarian systems, Pakistan has a long tradition of private philanthropy and community giving. During every major disaster, individuals, banks, businesses, industries, and faith-based charities mobilise resources quickly, often well before international assistance arrives. Our consortium has benefitted directly from this generosity in past floods, receiving contributions that enabled us to launch relief operations without delay. We have received support from philanthropists across Karachi, Rahim Yar Khan, Multan, Gujranwala, and Azad Jammu & Kashmir (AJ&K) in Pakistan, as well as financial support from the Pakistani diaspora living in Western countries. In 2025, we will again engage proactively with private actors and corporate CSR programmes, ensuring that their contributions are channelled through transparent systems and directed toward locally identified priorities. By considering the private sector and philanthropists as genuine partners, rather than just donors, we strengthen the breadth and legitimacy of our response. We commit to making every effort to meet their expectations and going the extra mile to create value for their cash and in-kind donations.

6.4 Other local NGOs

We remain committed to building a humanitarian space that is inclusive of other local organisations, but not at the expense of accountability and quality. We are not seeking to create another umbrella alliance; instead, we welcome joint programming with NGOs and international partners that share our rights-based approach and accept mutual accountability. Peer review has been a hallmark of our consortium since its early years, as each member openly critiques and improves the work of others. We view this as a model that can be extended to new partners. Any organisation joining us must be prepared to subject its goods,

services, and community practices to peer scrutiny, because the communities we serve deserve nothing less than dignity and high standards.

6.5 Advocacy priorities

Our advocacy is grounded in practice and evolves in response to the phases. In the immediate relief phase, our asks are practical: ensure fair funding flows, prioritise local NGOs, and recognise the unique vulnerabilities of riverine South Punjab and Sindh. As the crisis transitions into recovery and rehabilitation, our advocacy will expand to influence policy, advocating for anticipatory funding models, the mainstreaming of climate resilience, and the adoption of quality standards developed and owned by local actors. These positions are not abstract. They build on the policy asks already highlighted in our SitReps:

1. Donors and aid agencies must prioritise funding for local, rights-based NGOs that are embedded in communities.
2. International organisations should be required to include local CSOs as co-applicants, not mere sub-grantees.
3. Funding calls should be open to local NGOs directly, in line with commitments made under the Istanbul Declaration of 2016.

In terms of our long-term policy, which we have been pursuing for years, is about creating a genuine space for climate finance by advocating for loss and damage funds with International Financial Institutions (IFIs) and institutional donor agencies.

Our advocacy draws strength from what we see and hear in the field, and it will only carry weight if it remains tied to the realities of affected families. That is why we pair policy work with a commitment to act — setting clear ambitions for what we will deliver in the coming weeks, even as resources and conditions evolve.

7.0 Planned Reach and Immediate Ambitions

Our strategy is only as strong as the action it drives. In the weeks ahead, our members will be on the ground with communities, translating objectives into practical support. The scale is daunting, and resources are limited, but we know what needs to be done and where we can make a difference first.

Based on our current capacity, and subject to the support we can mobilise, we have set out the following ambitions for the first wave of response:

Food Security and WASH: Provide food rations, safe drinking water, hygiene kits, and emergency sanitation facilities to approximately 6,200 households, reaching an estimated 38,400 people.

Shelter and NFIs: Support around 10,000 households with appropriate shelter materials and essential items, including tents, tarpaulins, mosquito nets, blankets, and household kits, designed to ensure comfort and privacy.

Livelihood Protection: Safeguard rural livelihoods by providing fodder and veterinary care for at least 20,000 livestock across South Punjab and Sindh, preventing secondary losses for farming families.

Logistical Support: Expand operational capacity with a fleet of 20 boats and 110 dewatering pumps, supplemented by vehicles and warehousing to ensure timely delivery of relief to cut-off communities.

These ambitions are not promises carved in stone. They reflect what is possible with what we have today, and what more could be possible if resources arrive quickly. As the floods shift south and recovery begins, we will revisit and revise these targets. What matters most to us is not only how many families we reach, but whether they feel respected, supported, and able to recover with dignity. The coming weeks will be a test of both our collective capacity and our ability to adapt, and that is why this strategy must remain open to review and adjustment as our trajectory unfolds.

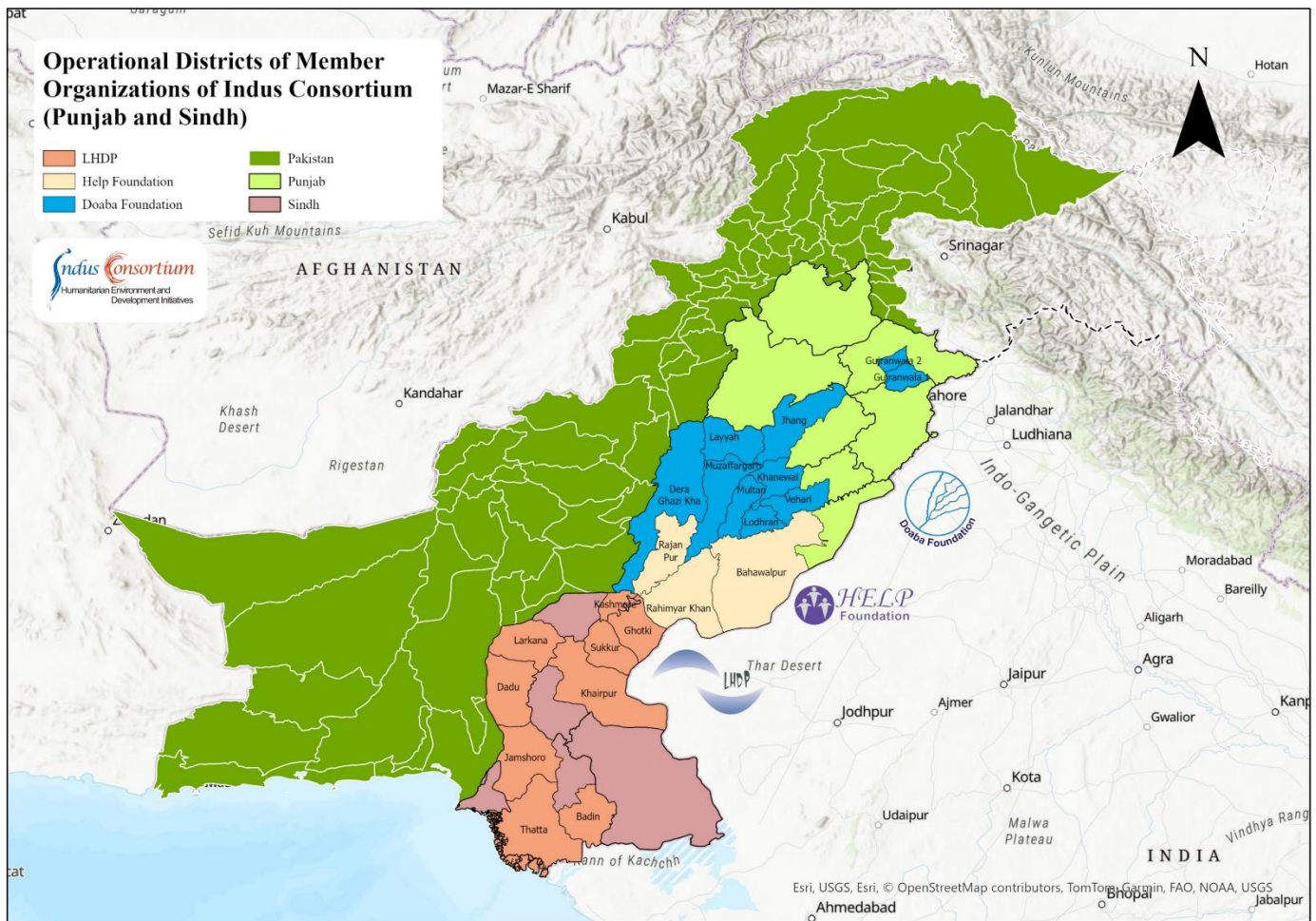
8.0 Review and Trajectory

This strategy is not a finished product but a living framework. It reflects what we know today and how we intend to act in the immediate weeks ahead, while leaving space for change as the floods move south and recovery begins. We will continue to review and adjust our ambitions as new assessments emerge, resources become available, and the needs of communities evolve.

The consortium has built its strength on peer review and mutual accountability, and we will apply the same discipline to this strategy. Members will question, refine, and adapt each other's plans so that our collective response stays honest and practical. We will also keep the strategy open to voices from outside, including communities, peer NGOs, government forums, private sector partners, and humanitarian actors, to ensure it remains relevant and inclusive.

We see this strategy as a living document. It will evolve as the floods recede, recovery takes hold, and we learn from our own experiences and from the communities we serve. We intend to revisit and update it regularly, with Version 2.0 planned for completion by **the end of September 2025**, to capture the shift from immediate relief to recovery. The exact timing may change as the situation

unfolds, but what will not change is our commitment to keep the strategy alive, honest, and guided by the realities on the ground.



**“TOGETHER, WE
CAN REBUILD LIVES
AND STRENGTHEN
RESILIENCE.”**

