

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

PAKISTAN

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In Brief

Appeal No. 01.56/2003; Appeal target: CHF 2,784,097 (USD 2,176,988 or EUR 1,758,680); Appeal coverage: 65% ([click here to go directly to the Financial Report](#)).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Overall analysis of the programme

On the political front, ongoing debates relating to the country's constitution and other matters slowed down the normal process of government. There were numerous security issues related to the war in Iraq, the situation in Afghanistan, as well as sectarian, tribal and other violence. However, the country remained generally calm, with no specific threats to the work of the Federation and the Pakistan Red Crescent Society (PRCS), apart from ongoing security concerns in Baluchistan province.

The PRCS implemented its plan of action as outlined in the Appeal 2003, and responded to the floods in Sindh and Baluchistan mid-year, with funds generated in-country. There was a general slowing down of activities in the second half of the year, partly due to governance and management issues, but most of the objectives for the year were met. A major achievement was the national society's ongoing commitment to the development of its strategic agenda, with numerous documents now in draft, following inclusive and fully participatory processes. These documents include a fully revised constitution, the four-year strategic plan, now in draft, and strategies and policies for health, disaster management, and fundraising. While not yet finalised, these significant developments provide an excellent basis for the new governance and leadership to develop their plans and priorities for the PRCS.

The Federation implemented water/sanitation project in the Baluchistan camps for Afghan refugees was successfully handed over as planned to a local non-governmental organisation (NGO) in the second half of the year. This was undertaken earlier than originally planned due to the increasingly difficult operating environment in that part of the country, but work in the camps has been ongoing.

The key priorities for 2004 very much build on the progress achieved during 2003. They focus mainly on the scaling-up of disaster management capacity and related activities, closely linked with the further development of

organisational capacity, especially in the areas of human and financial resource mobilisation and management, and development of capacity and the volunteer base at the district branch level.

1. Health and Care

Goal: The national society continues to build on its existing health activities and experience to improve essential health care services and health of the most vulnerable.

Objective: The capacity of the national society is strengthened to successfully, plan, implement and manage programmes, which have a positive effect on the health of the community in the operational areas.

Expected Results

- Measurably increased health programme management and training capacity within the national society and community capacity to respond to health needs.
- Raised awareness within the communities in the operational areas of basic health problems to enable community members to take more responsibility for their health.

Progress / Achievements

Strengthening of overall health management: The health policy was drafted in April 2003 through a participatory approach. The draft has gone through several modifications and is now awaiting ratification by the managing board. The health policy provides a foundation for and direction to the health programmes and it is to be circulated to all health units as soon as it is approved.

The health department at national headquarters reviewed its organisational structure. The post of polio coordinator was replaced by health programme coordinator, who has started initiatives for ensuring that the reproductive health needs of the vulnerable, particularly women and children, are met through the health units currently providing primary health care. Thus basic health units (BHUs), mobile health units (MHUs), maternity and maternal and child health centres (MCH centers) and even secondary care hospitals will ensure access for women at “one window” reproductive health integrated primary health care services.

Job descriptions are being revised in a manner that reproductive health related responsibilities for different positions in the primary health care service provision would be incorporated.

BHUs, MHUs and MCH centres are ensuring that comprehensive reproductive health/family planning services are provided within the primary health service provision set-up.

Three health department staff members along with PRCS secretariat staff were trained in Microsoft Office automation, for better understanding of computer applications.

Two district branches in each of the four provinces will be strengthened or established, using health as the entry point: Health activities continue in all branch areas, particularly in Balochistan where MHUs and BHUs are providing both preventive and curative care. The BHU in Noshki has considerably enhanced its sphere of activities mainly related to health care, which serves as an entry point for the newly planned district branch.

Establish/strengthen training centres at national and provincial level to provide first aid/ community-based first aid (CBFA)/other community-based training as per PRCS training policy: As an ongoing activity, the Pakistan Red Crescent first aid training centre continues to conduct first aid training courses for external organisations such as private companies and the police. The income generated through these trainings is used for further development of the training centres.

To enhance the capacity of these centres to improve quality first aid training to meet an ever-increasing demand, a proposal was drafted and approved by ICRC to support these centres in 2004.

In order to update and improve the first aid knowledge and skills for national society staff and volunteers, a three day refresher training was held.

CBFA continues to be a vital part of community-based disaster preparedness (CBDP). The CBFA book was revised and a second edition was printed. It contains information not only on first aid but also on the seven principles and disaster preparedness.

Linkages continue with the Family Planning Association of Pakistan, and staff and volunteers in Lahore, Karachi and Islamabad were trained/re-trained as CBFA trainers.

Increased community capacity to respond to emergencies and save lives by working towards the long-term goal of “A First Aider in Every Home”: The curriculum and syllabus of first aid courses are constantly being revised and adapted to meet the needs of the communities. An essential part of all first aid training is information on the Movement and how the seven principles can be applied to first aid. The topics of HIV/AIDS, high risk behavior and gender equity are also included in the courses.

Negotiations with the Trust for Voluntary Organisations has resulted in the arrangement for approximately 1,100 members of various community-based organisations working throughout Pakistan to be trained in emergency first aid. This training will commence in 2004.

World First Aid Day was combined with the launch of the World Disaster Report for 2003. This emphasised the role of first aid in disaster preparedness.

Greater sustainability of health programmes through increased local resource mobilisation: Income from first aid training courses in the private sector is expected to become a regular source of funds. With the increase of capacity to deliver quality first aid training, there exists the prospect that not only will centres become self-sustainable but will also be able to support the CBFA programme for vulnerable communities.

The strategy for cost recovery of health units through service provision is not very successful as the most vulnerable are only able to pay a token amount.

Contraceptives are being procured at nominal cost and distributed through national society health care facilities providing reproductive health services. Information, education and communication material (IEC) and training through the Ministry of Population Welfare (MoPW) is being provided free of cost for national society health staff. However, other costs of participants are covered through donor funds.

Increased partnerships in relevant sectors of health with other organisations and government departments in Pakistan: Through a collaborative arrangement with MoPW, PRCS health staff are being provided with training in family planning /reproductive health at the Regional Training Institute of MoPW, free of cost.

The PRCS works closely with UNICEF in polio eradication initiatives. Collaboration for developing a children's book in Urdu on first aid and adaptation of topics suitable for children is underway.

The national society is a member of the UNAIDS theme group. New linkages have been developed with other NGOs such as AMAL and New Light, working in the areas of HIV/AIDS. AMAL has undertaken sensitisation of PRCS staff on all aspect of HIV/AIDS with a particular emphasis on stigma reduction and discrimination. New Light works with people living with HIV/AIDS and has been identified for a collaboration activity once the national society Voluntary Counselling and Testing (VCT) pilot project is implemented. Collaboration with the MoPW for providing training in family planning and reproductive health services to national society health staff is underway.

Community health services project - Provision of basic curative and preventive health in existing health facilities, with external support for Balochistan/North West Frontier Province (NWFP) health units:

Balochistan province has three working BHUs in Chaman, Quetta, and Muhammad Khel and three MHUs in Mastung, Qilla Saifullah and Quetta. The NWFP has one BHU in Torkhum and two MHUs in Tajabad and Sethi Town. Activities conducted according to plan were as follows:

Balochistan	Beneficiaries	Health Education	NWFP	Beneficiaries
BHUs (Chaman, M-Khel and Quetta)	73,525	9,660	BHU (Torkhum)	10,977
MHUs (Qilla Saifullah, Mastung and Quetta)	35,179	38,355	MHU (Tajabad /Sethi Town)	19,453

A total of 38,355 people living in remote areas of Balochistan province benefited from MHUs which continue to provide health care to local communities and refugees through health education, CBFA training and general health care.

Uniform reporting formats for MHUs and BHUs have been prepared and will be shared with the stakeholders for approval thus ensuring uniform reporting by health units in both Balochistan and NWFP. Essential medicines have been procured and supplied to the said provinces.

Both Balochistan and NWFP were visited by the national headquarters monitoring and evaluation teams and the services being provided by the units were found to be satisfactory.

Additional medicines were also provided to Balochistan and NWFP provincial branches for their health outlets. Reproductive health medicines and equipment were also provided.

A health network meeting was held in December which, in addition to assessing progress, also helped in identification of various problems and formulation of strategies for overcoming them. The meeting was attended by national headquarters project managers, provincial secretaries, provincial programme officers and health staff from provincial branches.

Increased provision of reproductive health services in existing health facilities: It is recognised that empowering women is important in itself and is also a key to improving quality of life. Men have an important role in bringing about gender equity and equality, and in fostering women's full participation in development and improving their reproductive health.

The PRCS strategic plan for reproductive health focusses on adoption of the World Health Organization's (WHO) definition of reproductive health. It ensures the health care services are appropriate for the complete life span of both males and females.

A needs assessment for provision of reproductive health services by BHUs, MHUs and selected MCH centres was undertaken by the health programme coordinator, following which a detailed programme was developed in consultation with provincial secretaries, provincial health officers and regional training institutes' representatives. A total of 22 doctors and 37 paramedical support staff have been provided training in family planning counselling and service provision at MoPWs Regional Training Institutes free of cost.

Equipment for reproductive health service provision, along with other essential items required for primary health care, have been procured for all MHUs and BHUs in Balochistan, NWFP and Shah Alam Hospital Lahore.

Increased health education and awareness, using CBFA as the basic approach: The province of Balochistan continues to impart CBFA training through its health outlets. A total of 3,707 men and women have benefited

from this training. The NWFP also imparts CBFA training through MHUs/BHUs and MCH centres, though not reflected in the reports.

Efforts are being made to ensure that all volunteers working in CDBP programmes are given training in first aid.

Pakistan Red Crescent Society is recognised as a key player in the prevention of the spread of HIV/AIDS: The HIV/AIDS strategy plan is still in draft form and needs further inputs from branch secretaries and health care providers before it becomes part of the overall national society health policy.

In order to ensure that the PRCS is an effective key player in prevention of HIV/AIDS, a series of workshops was arranged for staff at national headquarters and the Punjab provincial branch for sensitisation on HIV/AIDS and awareness regarding stigma and discrimination. The sensitisation sessions was facilitated by AMAL.

The national society is in the process of setting up a VCT centre in Punjab with support from the Japanese Red Cross society. The location for the centre has been identified and terms of reference for the consultant have also been finalised. Interviews have been held and the final selection is pending. The consultant will start work in early 2004 and will develop a project proposal, and implement and initiate the pilot project. If successful, this pilot project will be replicated in other branches.

The PRCS hosted the third South Asia Red Cross/Red Crescent Network on HIV/AIDS (SARNHA) meeting in August 2003. The meeting was followed by a workshop on the project planning process. A total of 22 participants attended the meeting, which included SARNHA members from Afghanistan, Bangladesh, Nepal and Sri Lanka. Two representatives from a local NGO run by HIV positive people also participated. The observers were from the Asia Regional taskforce on HIV/AIDS, Federation regional delegation Bangkok, South Asia Regional Delegation (SARD) and IFRC Geneva. The objectives of the meeting were to review activities carried out by the national societies and SARNHA coordination office against the action plan developed in the second SARNHA meeting held in December 2002, and also to review the draft of SARNHA's strategic plan document. The strategic plan was discussed and then revised and subsequently finalised and shared with all the network members.

The health programme coordinator attended the 3rd International Refresher Course on Sexual Health in Bangkok, organised by Consortium of Thai Training Institute for STDs and AIDS. The coordinator also visited the VCT centre run by the Thai Red Cross society, providing a valuable update on HIV/AIDS and its management.

The deputy director of health and training attended the 6th International Home and Community Care Conference for People living with HIV/AIDS, held in Dakar, Senegal which provided an opportunity for exchange of experience with other partner organisations.

Polio eradication efforts are continued and other immunisation programmes scaled up: The PRCS continues to be an active member of the National Steering Committee on Polio Eradication and has participated in deliberations with global and national partners in endeavors to make Pakistan polio free by 2005.

Detailed guidelines have been provided to the provincial branches for full coordination and cooperation with the provincial polio committees. The role of district branches in social mobilisation during polio campaigns is to ensure administration of polio drops to all children attending national society health outlets.

Most of the PRCS primary health care units have the basic vaccines available for DPT, BCG and polio drops for routine immunisation of children, while Hepatitis B vaccine is available at subsidised rates at some of the health units.

Maintain programme of recruitment of voluntary non-remunerated blood donors: The blood donor centre at national headquarters held 50 blood camps and collected 1,864 units of blood during 2003.

As part of donor education and motivation activities, lectures and distribution of IEC material to 200,000 beneficiaries were undertaken. Free distribution of 100,000 iron tablets and 1,500 copies of the Holy Quran for health support and for appreciation of voluntary blood donation was undertaken.

An award ceremony was held at national headquarters for recognition of blood donors. A computerised database for registered blood donors is in the process of being developed. A total of 1,445 blood donors were registered during 2003.

Impact

The BHU in Noshki has considerably enhanced its sphere of activities, mainly related to health care, which will serve as an entry point for the planned district branch.

Polio drops were administered to 852,918 children by national society volunteers during the immunisation campaigns. The national society raised awareness about the polio immunisation with the provision of 3,000 banners in districts where polio is still prevalent.

The national training and resource centre and branch centres trained a total of 2,114 people in first aid.

The health outlets of Balochistan and NWFP provinces provided health care to 139,134 people of local communities and refugees. Male and female motivators played an important role in providing health education and CBFA training to the people, bringing about a significant change in their lifestyle. Many of these beneficiaries have little or no access to health care other than that provided by the PRCS.

The society for Awareness of Blood Safety gave lectures to students in 70 schools. 5,000 young children benefited from these lectures on health, nutrition and awareness. This programme is being expanded to an additional 100 schools in Lahore.

Constraints

The absence of an effective human resource policy and standard salary structure has been identified as a major constraint and has resulted in rapid staff turnover.

Despite efforts, no further progress has been made to develop two new district branches in each province. Work is being undertaken to improve coordination between national headquarters and provincial headquarters to achieve this goal.

Construction of a training centre at the Balochistan branch is taking longer than anticipated and its completion is a priority. There is also the need to establish a training centre at Jammu and Kashmir state branch. Due to the increased demand for first aid, more staff are required at all levels.

Security issues continue to affect implementation of activities in Balochistan, particularly where health centres are located in refugee camps.

Scheduled training of 74 doctors, paramedics and support staff in family planning had to be cancelled because of non-availability of funds to cover other costs with concerned branches.

Although the health capacity building and community health services are separate projects, they complement each other and at times the activities are combined. This leads to a duplication of reporting and new reporting processes will need to be examined.

Due to a combination of activities, particularly where training courses have been combined with monitoring and evaluation visits, or workshops and meetings are being scheduled back-to-back, there was an underspend of funds allocated to these activities.

2. Disaster Management

Goal: The impact of disaster on vulnerable communities is reduced.

Objective: Disaster management (DM) capacity of the Pakistan Red Crescent Society is increased.

Expected results

- A total of 68,000 Afghan refugees sheltered in the camps of Baluchistan province have access to safe water as well as hygiene and sanitation services.
- PRCS has organisational and operational capacity to mobilise local communities to reduce the impact of disasters by utilising and further strengthening the existing coping mechanisms.

Progress/Achievements

The Pakistan Red Crescent Society disaster management policy and strategy: The disaster management policy of the national society was formulated after consultations with internal stakeholders. The policy encompasses the two components of DM which are disaster preparedness and disaster response. The newly developed managing board will receive the final draft of the policy in early 2004 for approval. Based on this policy, a comprehensive DM plan has also been formulated for 2004.

A total of 68,000 Afghan refugees sheltered in the camps of Balochistan province have access to safe water as well as hygiene and sanitation services: The Federation controlled water and sanitation project was initiated to monitor the quantity and quality of water delivered to Afghan refugee camps in Chaman, Dara I and II and Landi Karez camps.

In Landi Karez, daily cleaning, maintenance of communal and cluster latrines and closing of full latrines was conducted. Hygiene education sessions were successfully conducted for women and children.

A minimum supply of 15 litres of safe water per person per day was ensured in Landi Karez, Dara I and II and Roghani camps to a total population of 72,272. Health and hygiene messages were given to individuals, households, and groups at community level, targeting women and children. Over 20,000 women and 6,000 children attended these sessions. Six female volunteers from the refugee community were identified and trained.

Over 4,000 tablets of soap were provided to the refugees as an incentive for active participation during hygiene sessions and ten key hygiene messages were developed and displayed on boards in the camp.

The water sanitation project was successfully handed over to a local NGO called 'Guardians', which was already working in the water and sanitation sector of the Chaman refugee camps. However, the water sanitation kit was handed over to the national headquarters. The kit constitutes equipment and materials which can provide water to 10,000 people. It is planned to invite a water sanitation expert in early 2004 to train the PRCS disaster management team. It is also planned to organise workshops in collaboration with the Federation for the use of the kit.

The PRCS disaster response capacity at national and provincial level is improved: During 2003 the national society focussed on building partnerships with the other international relief agencies working in Pakistan. As a result the PRCS has been included in various fora on DM.

The national headquarters was also able to locate and distribute the requisite funds to its provincial headquarters for the smooth functioning of the flood relief operations and preparedness activities. The national headquarters also facilitated CBDP workshops in the provincial headquarters for staff and volunteers.

In July, Balochistan province was hit by floods. The provincial branch responded by forming volunteer groups and conducted needs assessments of flood-affected areas. The Balochistan branch dispatched medical teams to the worst hit areas and medical assistance was provided to approximately 5,000 people. Relief aid worth CHF149,588 was provided to the affected populace. The Balochistan branch also arranged DM awareness meetings and inducted volunteers to help the branch during the flood relief operations. The branch conducted three DM community awareness meetings and one CBDP workshop.

Construction of a warehouse and training hall in Balochistan provincial headquarters is underway and is due to be completed by mid-2004. The warehouse will provide the branch with a permanent facility to store emergency relief stocks. The training hall will be used to conduct first aid training, to help generate funds for the branch.

The Punjab provincial branch effectively responded to floods in February, which had left six dead and injured 300 people. The branch provided CHF 15,400 worth of relief to 100 families. This included the construction of a small bridge to support communities. This bridge acts as an exit route during torrential rain and floods. A total of three disaster awareness community meetings were held and two CBDP workshops, resulting in training and increased awareness for 272 community members.

Rains also triggered floods in various parts of Sindh province in 2003. The provincial branch responded, providing CHF 10,112 worth of relief goods to 50 families. The branch responded to flooding in July, where the national headquarters, after consultation with donors, provided CHF 210,287 worth of relief to approximately 4,000 people.

The PRCS has been an active partner in the International NGO Forum, which holds quarterly meetings to brief members on their various programmes. For example, the PRCS was able to share its experience and update other members on its flood-relief activities.

There was excellent coordination with the Chinese Red Cross Society and the Red Crescent Societies of Turkey, Iran and the United Arab Emirates, which provided financial and material support for the flood relief operations in Sindh and Balochistan provincial branches. Relief goods such as food packages and medicines were provided to the beneficiaries. The ICRC Pakistan delegation supported PRCS by donating their services, providing material support, such as 4WD vehicles and a radio/wireless network to the Sindh provincial branch to be used in the relief operations. The PRCS also established effective liaison with government agencies (emergency relief cell) and international donor agencies such as UNDP, OXFAM, Islamic Relief and so on, to effectively coordinate the flood relief operation in Sindh and Balochistan.

The NWFP provincial branch took up the DM plan in 2003 by conducting a vulnerability capacity assessment (VCA) in the Haripur district through three disaster awareness meetings. These identified areas where DM projects will be initiated.

Community capacity building: A total of 672 members of the community were trained in DM. A team of ten people has been developed in the disaster-prone area of NWFP, to arrange DM meetings with the community.

Information management capacities: Disaster management related activities were regularly updated on the national society's website. However this was not possible in the latter part of the year as the site is undergoing a revamp and will be re-launched in 2004.

A detailed case study on lessons learned for the DM cell in Punjab was published in the Red Crescent magazine. The same case study was also shared with the participants of the DM planning workshop organised by the Rural Development Policy Institute.

Disaster preparedness progress of the DM cell in Lyari is shared with SARD for publication in the programme newsletter.

To better understand disaster preparedness terminology and the role of PRCS in times of disaster, the national headquarters DM cell has identified topics to be included in various disaster preparedness publications to be produced in the future.

Impact

The community members trained in DM have undertaken to be available for the PRCS in times of disaster. A good example of such commitment is the flood relief operation in Sindh and Balochistan provinces. The national society now has a DM set-up in the village Qazian to carry out its activities.

The PRCS is an active partner in all the DM strategic fora of the government, WHO and UNDP. The national society also participated in the WHO sponsored workshop on the Ministry of Health policy formulation.

There are fully equipped DM cells at headquarters and in the provinces. The PRCS, in a bid to institutionalise DM in its mainstream activities according to the Federation *Strategy 2010*, has conducted VCA in the most disaster-prone areas of the four provinces.

Constraints

Some of the provincial branches such as Sindh and Balochistan have shortages of trained staff.

Due to the occurrence of sudden natural disasters in the middle of 2003, not all DM objectives were achieved on time.

The approach to programme planning in 2003 was over optimistic. DM programme planning for the coming two years will be more realistic and achievable.

The national society still has limited capacity to implement community level programmes, which underlines the need for more focus on capacity building. Effective disaster response in targeted communities will be an integral component of the PRCS disaster preparedness and mitigation activities. There will be further strengthening of district branches to allow for more delegation to the grass roots level.

3. Humanitarian Values

Goal: The overall goal of the programme is to bring about a change in the behaviour of people, increase tolerance, mutual understanding and respect for human beings by a greater dissemination of humanitarian values and the Movement's Fundamental Principles.

Objective: Promote the Red Cross and Red Crescent Fundamental Principles and humanitarian values both inside and outside of the society.

Expected Results

- A greater understanding of humanitarian values and the Movement's Fundamental Principles within the national society.
- The profile and image of the national society is further increased as a countrywide humanitarian organisation.

Progress/Achievements

Dissemination within PRCS: Since 2002, humanitarian values have been incorporated into all internal training across the various programmes.

An information and communication development workshop held in 2003 had an impact on the quality of contributions from staff for publications. The workshop focussed on developing creative skills in writing, and photography techniques. This led to a flow of information from the field in a narrative style and not just figures

or stories. These narratives have been used in the ICRC funded Red Crescent magazine, which is a tool for internal and external dissemination.

The PRCS website address had been promoted on brochures, flyers and posters. However it has been inactive for some time and is undergoing redevelopment. Limited web-space meant that updates were made at the cost of replacing previous information. In late 2003, work started on new website. The foremost goal is to have a dynamic, easy to navigate site with news and updates which are database enabled. It is also important to have information relevant to all programmes, which will be developed and maintained with input from the project managers. The new website will be launched in early 2004.

Dissemination outside PRCS: In 2003, the PRCS aimed at making new linkages by reinforcing its position as a countrywide humanitarian organisation. It had been recognised that there was the need for a more focussed approach towards the understanding of humanitarian values and the Movement's Fundamental Principles. There was the need for PRCS to gain a higher profile with the public with regards to its humanitarian activities.

Working together with other organisations has helped create a good base for future projects. Individuals from leading media organisations were involved in various internal capacity building efforts. A workshop designed especially for students of journalism and working journalists aimed to encourage media to present the humanitarian angle in their reporting. Feedback showed that many of these journalists had made a commitment to publish/broadcast items with a humanitarian angle.

In 2003 new mediums for communication were tried out. The use of street theatre in the HIV/AIDS awareness stigma and discrimination campaign in two communities proved to be highly effective and will be replicated in the future.

Three animated televised spots on HIV/AIDS stigma and discrimination, volunteering and first aid have also been developed. The society however has not been successful to date in acquiring free airtime to screen them.

Advocacy days including Red Cross/Red Crescent Day, World First Aid Day, Population Day and World AIDS Day were celebrated by the PRCS with these events receiving wide media coverage. These advocacy days are in line with the key areas of the humanitarian values programme. Celebrating these events also enhances the PRCS linkage with the public.

Increasing requests for subscriptions to the Red Crescent magazine have been encouraging. This reflects an expanding interest in the stories gathered from the field and the general work of the national society.

Impact

During the course of 2003, the staff of the national society gained more knowledge regarding the Fundamental Principles of the Movement. This was achieved through every workshop and training, including an introductory session of the history of the Movement and its seven principles. Staff are also communicators and they can show the value of the Principles and the spirit of the Movement in their behavior, attitude and handling of the public.

Circulation of PRCS publications and promotional items are expanding. Increased interest from organisations and donors in receiving information about the national society has also led in certain instances to the formation of new partnerships.

The liaison and workshop conducted with the media has resulted in an improved attitude of journalists and a commitment by them to publish/broadcast more items with a humanitarian angle.

Activities to address HIV/AIDS related stigma and the promotion of tolerance has resulted in an increase in the number of people willing to ask for testing.

Constraints

The humanitarian values department has had a difficult year with the loss of two key staff and the replacement of the principal information officer. It has operated with minimum capacity. This has meant some tasks were compromised such as updating the website.

It is expected that a communication officer will be hired in early 2004 to ease the burden on the department. There are no information officers at the provincial level. Often the best people for provision of information are already over committed with activities and other operational issues, so stories about humanitarian work are not delivered on time. Means of providing more assistance from national headquarters will be explored to try to alleviate this situation.

Television promotion is very expensive which resulted in a very limited airing of produced promotional spots. Radio is significantly cheaper and has a wide audience reach and is being used instead.

In 2004, the national society plans to shift from a rather broad approach towards a more focussed attention on humanitarian values and the Federation global agenda to fight discrimination. The society plans to structure projects along pre-defined areas of action to register maximum impact and measurable results.

4. Organisational Development

Goal: The Pakistan Red Crescent Society is empowered to provide sustainable assistance to the marginalised communities it serves.

Objective: The PRCS makes further measurable progress towards a well functioning national society in order to provide high quality assistance with greater impact and relevance to the most vulnerable people in each of the communities it serves.

Expected results

- The organisational capacity of the PRCS is increased so that the society can deliver well planned, managed, monitored and evaluated programmes, defined in the Federation's *Strategy 2010*.
- The society has a sound system of financial management, budgeting, accounting and effective financial resource mobilisation strategies.
- The society has appropriate human resource mobilisation, development and retention strategies.
- The PRCS provides effective and efficient services to the vulnerable communities through a network of stronger branches.

Progress/Achievements

The draft revised PRCS constitution and rules and regulations were prepared through a participatory and consultative process at all levels of the national society in accordance with "Guidance for national society Statutes". The ICRC and Federation were also involved in the process. The draft is now with the managing body for approval. A constitutional committee of the managing body is further reviewing the draft to make it more relevant and suitable to the national society. This revised constitution and rules and procedures will be sent to the Joint ICRC/Federation Commission for national society Statutes upon being granted approval by the managing body. Orientation sessions and an awareness campaign will be arranged for the governance and management once this process is complete.

With a view to promoting coordination and collaboration, a meeting of provincial and district secretaries was held in December 2003.

The ICRC, in collaboration with the national society, is in the process of drafting new national laws on the use of the emblem. Once the constitution is adopted by the Movement's general assembly, advocacy with the government regarding the national laws relating to the emblem will be launched.

An establishment committee of the managing body is working on the optimal organisational structure of the society. Standardised job descriptions for all project managers/officers at national headquarters have been developed. Job descriptions for remaining staff at national and provincial headquarters will be standardised in 2004. The Federation and the ICRC are supporting the personnel cost of some key positions at national headquarters and provincial level to support the development activities and programmes.

The PRCS is in the process of developing a long-term strategic development plan (2005-2008). Initially it was decided that the national society strategic plan, once finalised, will be incorporated into the development plan. They are now being consolidated and the strategic development plan is scheduled to be completed in 2004.

The cooperation agreement strategy (CAS) will be reviewed and finalised by mid-2004 after completing the process for the long-term development plan.

The society has a sound system of financial management, budgeting, accounting and effective financial resource mobilisation strategies: An independent chartered firm was hired primarily to bring the current financial system of PRCS in line with international accounting standards. The exercise was also to revise financial rules and policies regarding receipts, payments, basic bookkeeping, stocks (medicines and relief), compilation of fixed assets register and funds. The manual prepared by the chartered firm in consolidation with the finance department has been finalised. It will be presented to the managing body of the national society in early 2004 for approval.

Finance-based software was purchased and installed at the PRCS national headquarters in 2002 to computerise the national society's financial management systems. However the software did not have the capacity to produce donor reports and required upgrading. The finance development manager from the South Asia regional delegation visited the national society to analyse the existing system and recommended installation of Oracle-based financial software. However the allocated budget under the finance and resource development does not allow the national society to purchase this software.

The internal audit unit enhanced the double entry accounting system of provincial branches by sharing knowledge during orientation visits. Previously this system of accounting was not in practice. The new system initiated progress and improvement in ledger-based accounting and financial reporting.

Final drafts of the resource mobilisation policy and strategy were formulated in late 2003 with the support of the Federation Pakistan delegation and SARD. The drafts were made in consolidation with all the provincial branches. The drafts are scheduled to be put to the managing body for approval in early 2004.

A direct mail campaign was launched in December 2003 as an experimental project. Approximately 100,000 cold donors were sent an appeal reflecting the situation of the vulnerable people in the flood-stricken area of Badin (Sindh province). The response to this campaign will be reflected in the first programme update in 2004.

The donation box/poster stand campaign could not be launched in 2003 due to lack of human resources. However, 40 stands have been manufactured to be placed in corporate premises.

The society has appropriate human resource mobilisation, development and retention strategies: Due to the change in management, the recruitment of a new human resource manager was delayed. However, PRCS has developed and standardised its recruitment system in line with the regional delegation human resource development manual for staff at national headquarters. This will be further developed at provincial headquarters level in 2004. A unified national society human resources policy is also expected to be finalised in 2004. The PRCS staff service rules and regulations are in a process of revision by the committee of the central managing body. Training through a national workshop will be provided to provincial and district branch management as soon as the rules and regulations are finalised. The Youth and Volunteer officer at national headquarters is yet to be appointed. An interim arrangement is in place with the Fundraising Manager monitoring the activities

regarding youth, gender and volunteer development. Provincial branches are running their own volunteer recruitment and management plan.

More than 50,000 volunteers have been recruited to date. The collection of data regarding each volunteer's skills, interests and experience is in progress, as per the guidelines provided in the South Asia regional human resources manual for volunteers, and will be completed by the end of 2004.

Efforts were made by the national society to maximise the participation of women in all training programmes. Presently female participation in training programmes is about 15 per cent.

Four CBDP workshops were held for the development of disaster management skills of the PRCS staff and volunteers. Computer training was also provided to 30 staff from national and provincial headquarters. A training needs assessment exercise will be launched during 2004. The national society has revised and updated the training material for first aid, CBFA and home care.

The PRCS has established contacts and planned to further strengthen these with various pertinent public and private sector organisations for sharing knowledge, trainings and information resources in the field of community participation and mobilisation. The national society's linkages with the National Centre for Rural Development, Regional Training Institute, National Institute of Health, and Evernew Concept are examples of this public and private sector networking.

A database for internal and external resource persons has been developed and is being regularly updated. The government has established an emergency response cell and has given a member status to the PRCS. The government will provide training and other support to build the capacity of staff and volunteers in emergency response.

The secretary general of the national society attended the technical workshop for disaster risk management held in March in Iran. The objective of the workshop was to enhance the technical skills of the participating national societies.

The organisational development manager attended the "South Asia Regional Forum for Senior Human Resource Managers" in Sri Lanka to develop a manual for staff of national societies at the South Asia regional level.

To enhance reporting skills of the national society, the finance manager (donor funds), tracing officer and assistant communications officer attended the follow-up workshop on 'Information, Finance and Reporting Development' in Sri Lanka.

The National Centre for Rural Development, as a partner to the national society, is providing training to staff in the areas of community mobilisation/participation, project planning and human resource development. All of these training programmes are primarily focussed on the development of the rural areas of Pakistan.

The resource mobilisation consultant for SARD visited the national society and discussed modalities of fundraising policies for the future. Development of a national resource mobilisation policy and strategy was also discussed.

The fundraising manager attended a skillshare meeting in the Netherlands to exchange knowledge and ideas within the Movement regarding income generation. The gathering was extremely informative and productive and, as a result, the fundraising manager is seeking to develop projects and strategies.

To share knowledge amongst the Movement regarding youth and volunteers, two youth volunteers attended the International Youth Exchange Programme in Japan.

Impact

Governance and management of PRCS actively participated in the constitution revision process. The revised constitution defines the role of governance and management more clearly and will also ensure the active participation of members and volunteers.

The PRCS rules and procedures are being revised to ensure the correct implementation of the national society constitution and regulate work at all levels.

The national society governance and management is now committed towards the development of human resources (staff/volunteers) to make them more efficient and also manage them to motivate and improve the technical competence through appropriate and effective training.

The PRCS is in a process of developing a long-term strategic plan for alleviating the suffering of vulnerable communities. Female staff/volunteers are being recruited in the fields of dissemination, disaster management, tracing and health.

The national society's capacity and image building efforts are being enhanced and it is providing standardised training to staff and volunteers in various management skills development programmes.

Potential donors and organisations are being contacted for financial assistance, and briefed on the role of PRCS in various disaster-stricken areas in Pakistan as well as health related activities.

The financial management system of the national society at all levels has shown progress due to the technical support by the finance and internal audit unit.

Constraints

Changes in government priorities and policies and alterations to the PRCS governance and management led to delays of various operations.

The national society went through a transition period due to appointment of the new chairman and subsequent restructuring of the central managing body. These changes led to a slow down in implementation of activities.

Financial constraints meant that using the latest marketing techniques to approach people from different walks of life and financial methodologies to improve the financial system of the national society could not be achieved.

5. Federation Coordination

Goal: The PRCS develops sustainable capacity building and programming.

Objective: Longer-term strategic partnerships between the national society and the wider Movement and non-Red Cross/Red Crescent Movement partners are realised.

Progress/Achievements

As indicated above, many of the planned activities slowed down during the second half of the year. Although the change of governance created, among other things, some uncertainty, it is very important to note that all the key strategic planning and policy processes which were planned for 2003 are indeed "works in progress". This includes the draft revision of the constitution, the four-year development plan and strategy, and draft policies and strategies for disaster management, health and fundraising. The overall goal for Federation coordination is that the PRCS develops sustainable capacity building and programming, and this is certainly on the way to being achieved. These developments in strategic processes now form a solid base for the new leadership of the society to further develop its priorities and programming.

The donor base for the national society was increased above expectations to around 15 donors for the 2003 programme. Many of these donors have again indicated or committed their ongoing support for PRCS in 2004. This was achieved through a concerted effort by the delegation to maintain close relationships with key donors, especially the sister national societies, supported by regular and timely reporting, and close financial management and monitoring. These partnerships were developed and maintained without a new CAS, although this was in the plans for 2003. The CAS process was not achieved mainly due to the fact that more time was required for the development of the four-year development plan, and additionally the timing was appropriate given the governance changes. The development of a new CAS is in the plans for 2004.

Likewise, in mid-2003 it was agreed within the region that the window of opportunity to hold successful country level partnership meetings was actually very short, given the commitments of the South Asia regional delegation and the national societies, and of course also the statutory meetings towards the end of the year. It was therefore agreed that there would be a regional partnership meeting in March 2004, and the PRCS has confirmed its attendance at that meeting.

A good working relationship was maintained with ICRC, both with regard to specific areas of mutual interest, such as the joint support to PRCS for capacity building and issues of financial management and reporting, and also to the more strategic issue of how the Movement partners can support the national society during a period of change. This relationship will therefore continue to play an important role during 2004. Also in 2004, the ICRC will support the PRCS first aid programme, and thus a new relationship between the organisations will be formed in the area of health, ensuring close coordination and linkages with other programmes.

The major achievement for the Federation coordination programme was the process for the development of the 2004 country appeal. Hitherto, there had been a lack of national society ownership of the appeal process and subsequent Federation supported programmes, despite fully participatory processes each year to develop the appeal, budgets and the plans of action. However, it was also necessary for the Federation to provide considerable additional support both for the actual programme content and the development of the project documents and budgets. Thus a new approach was devised for the country appeal 2004 process, and as the Asia Pacific region was given 2004 to make the full transition to longer-term planning processes, focus was intentionally kept on plans for 2004. Primary emphasis was on national society ownership of the process and appeal, as opposed to quality without ownership.

Prior sensitisation on the project planning process (PPP) was given to all national headquarters and provincial branch programme managers, on a branch-by-branch basis, and then five representatives from each provincial branch attended, plus the national headquarters programme managers and teams. The full Federation team was present for the whole workshop, to facilitate the process and to provide technical support and guidance, but not to influence decision making. The first day was spent in the full group, providing reminders and information on the workshop objectives, country appeal purpose, PPP process and "logframing", issues of capacity and fundraising, and the need for realistic and practical planning. The group then divided by provincial branch and spent half a day each on the four core areas, with the respective national headquarters team. Planning was made directly onto the logframe, which then was passed to the next province. Thus each provincial branch made a major input to each of the four programme areas, always adding more in as appropriate. The groups were then re-formed as sectoral interest groups who then modified and revised the logframes into an operational and practical reality. The final draft logframes were presented to the plenary group, other minor adjustments were agreed and thus there was full participation and commitment to all programme areas and plans at all levels. All work was done straight on to the logframes, thus all expected results, activities and indicators were clear from the start. Detailed project documents and realistic budgets were subsequently drawn up by the national society, with the Federation in support.

This appeal process has also informed other ongoing strategic processes, such as the drafting of the national society four year development plan and strategy.

Impact

As much of the strategic planning process is still 'work in progress', impact is not immediately measurable. However this process is fully underway and a good base has been established towards finalising the national society's four year plan.

The fully participatory nature of the planning process through all levels will boost PRCS ownership of its future direction and enhance the sustainability of capacity building and programming.

The donor base was expanded and linkages with donors and various organisations were enhanced and relationships strengthened.

Constraints

Changes in governance and management led to a slow down in implementation of activities. Strategic development work was time consuming, however it was important to go through a fully participatory process.

6. International Representation

Goal: The Federation and its policies are well known in the international arena.

Objective: The Federation's role in Pakistan as an effective coordinator of programmes in the core areas is maximised.

Expected results for this objective are:

- The country's advocacy strategy is developed in line with the national society's to highlight Pakistan's needs within the Federation's global advocacy priorities of HIV/AIDS and disaster preparedness.
- Good relationships are developed and maintained with national authorities and donor governments.
- Advocacy materials are produced and disseminated to counterparts, agencies, organisations and partners.
- Red Cross/Red Crescent programmes have sufficient and diversified donor support from national and international sources.

Progress/Achievements

The achievements of the programme were somewhat limited by the slowing down of activities and the uncertainty as to the future direction of the national society, while the new governance arrangements were being put in place. This will hopefully be resolved during the meetings of the new board, the first in late December and the second in February 2004, together with the formation of the sectoral sub-committees. However, in the short-term this resulted in a temporary difficulty in marketing the activities and programmes of PRCS, and indeed the national society itself, to external potential partners. In addition, the operating budget agreed early in the year was more than adequate for the year's activities and as such no further funding was sought in-country. However, key links were maintained with the main embassies, organisations and institutions.

It should be noted that, at least at the current time, neither ECHO nor DFID in-country office priorities really coincide with those of PRCS. The focus for ECHO remains on Afghan refugees in Pakistan, but with no additional funds available for 2004. There is always funding available in the event of natural disasters. DFID will hugely increase their support to Pakistan in 2004, but the vast proportion of this is for government-to-government support, especially in the areas of democratisation processes, education, human rights and gender issues. Again, there are limited funds available for relief response to natural disasters, but the DFID funding for disaster preparedness, which the national society receives through the regional delegation, is handled by the London headquarters. In addition, many of the embassies still focus their support on Afghanistan rather than Pakistan, or on government-to-government support. It is perhaps an indication of some concerns about indigenous non-government or charitable organisations that relatively little external funding seems to be available. Indeed the government is now working on a scheme of registration for NGOs to address this issue.

Key days such as World Red Cross/Red Crescent Day, HIV/AIDS Day and the launch of the *World Disasters Report* usually provide a platform for profiling the work of PRCS and the Federation. The national society has been encouraged to increase its relationship with other partners and this has been particularly successful in the field of health.

Good communications were maintained with the Ministry of Foreign Affairs in particular, with regard to the need to obtain a legal status agreement for the Federation in Pakistan. This process is taking a long time, although the ministry has indicated that the agreement should be forthcoming in due course. The PRCS chairman has agreed to use his high-level connections within the government in an effort to speed up this process.

Impact

Strong links were maintained with major embassies, organisations and institutions and the government.

Constraints

Governance and management changes in the latter part of 2003 made it difficult to market the national society's programmes to external potential partners.