

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
الائتلاف الدولي لجمعية الصليب الأحمر والهلال الأحمر

PAKISTAN

26 May 2006

In Brief

Appeal No. 05AA049; Appeal target: CHF 2,153,375 (USD 1,793,732 or EUR 1,407,895); Appeal coverage: 72.9%.

(click here to go directly to the attached Annual Financial Report) (click here for explanation of acronyms)

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>

For further information specifically related to this Annual Appeal please contact:

- In Pakistan; Pakistan Red Crescent Society, Khalid Kibriya (Secretary General); email: hilal@isb.comsats.net.pk; phone +92 51 925 0404; fax +92 51 925 0408.
- In Pakistan; Federation Pakistan Delegation, Azmat Ulla (Head of Delegation); email: azmat.ulla@ifrc.org; phone +92 300 850 3317; fax +92 51 443 0745.
- In India; South Asia Regional Delegation, Bob McKerrow (Head of Regional Delegation); email: bob.mckerrow@ifrc.org; phone +91 11 2411 1125; fax +91 11 2411 1128.
- In Geneva; Asia Pacific Regional Department, Jagan Chapagain (South Asia Regional Officer); email: jagan.chapagain@ifrc.org; phone: +41 22 730 4316; fax: +4122 733 0395.

Operational Context

2005 was dominated by the massive earthquake which struck northern Pakistan on 8 October. The quake, measuring 7.6 on the Richter scale centred 95 kilometres north east of the capital Islamabad, killed 73,000 people and injured another 128,000. An estimated 3.5 million people were made homeless across the affected areas of North West Frontier Province (NWFP) and Pakistan-administered Kashmir.

The affected areas predominantly in rough, mountainous terrain presented what the United Nations emergency relief coordinator said was the worst ever "logistical nightmare" in a major relief operation. The large affected area (roughly the size of Belgium), high death toll and number of displaced people coupled with the oncoming harsh winter meant a massive emergency relief operation was required.

The International Federation launched a preliminary appeal on 9 October 2005 for CHF 10.8 million targeting 120,000 beneficiaries and this was soon scaled up to a revised emergency operation of CHF 73 million aimed at assisting 500,000 beneficiaries. The revised emergency and recovery appeal 2005-2008 launched on 28 March 2006 has a budget of CHF 227 million targeting one million beneficiaries.

This earthquake operation effectively meant the cessation of most of the originally planned activities under the Pakistan annual appeal for the final quarter of the year. The 2006-2007 annual appeal which had been drafted

was not launched, but elements of the national development programmes in health, disaster management, organisational development and humanitarian values have been incorporated into the revised earthquake appeal launched in March 2006 (see http://www.ifrc.org/cgi/pdf_appeals.pl?05/05EA022revised2.pdf).

In addition to the October earthquake the country faced a series of other natural disasters. In February/March rain, snowfall and floods caused widespread damage to infrastructure in NWFP, Balochistan and the Northern Areas. Water supplies, sanitation systems, electricity, communication and road links were seriously affected, and there were food supply shortages in remote areas. Nearly half a million people were affected by the bad weather and more than 800 died. Monsoon floods in June/July severely affected NWFP, Punjab and the Northern Areas, affecting over 200,000 people.

The Pakistan Red Crescent Society (PRCS), with support of the Federation responded to these emergencies with rescue activities, relief distributions, and health interventions. The operations stretched the National Society's resources and disaster preparedness stocks were exhausted. These were replenished using the Federation's disaster relief emergency funds (see http://www.ifrc.org/cgi/pdf_appeals.pl?05/05ME006023FR.pdf).

Including the earthquake operation, the PRCS was involved in disaster response activities for approximately seven months of the year. These dominated the National Society's time and resources, leading to low implementation of planned development activities. This is reflected in the low overall expenditure figure of 43 percent of funds received. Health operated reasonably close to plan, but there was extremely low implementation in disaster management, organizational development and humanitarian values.



Jan – March: floods/snowfall
REUTERS/Amiruddin Mughal/courtesy
www.Alertnet.org



June/July: monsoon floods



October: massive earthquake

2005 was a year dominated by disasters in Pakistan

The following table is a summary of the financial situation of the four core programmes in 2005 (excluding supported core costs and October earthquake related activities which were budgeted under the [Pakistan: Earthquake appeal](#)):

Programme	Appeal (CHF)	Funds carried over from 2004	Income received 2005	Total income	Appeal coverage	Expenditure	Exp v Income %
Health	1,103,158	281,705	543,325	825,029	75%	424,134	51%
DM	508,840	5,500	363,110	368,610	72%	81,623	22%
OD	441,967	32,880	219,547	252,427	57%	117,736	47%
HV	35,902	22,892	0	22,892	64%	9,541	42%
Total	2,089,867	342,977	1,125,982	1,468,959	70%	633,034	43%

Pakistan's relationship with India continued to improve and the momentum of the political 'thaw' of 2004-05 was maintained. Kashmir continues to be a major sticking point between the countries, but despite the militarized nature of the disputed region, major humanitarian actors such as the Red Cross Red Crescent were able to operate in response to the October quake.

Pakistan continued to be seriously affected by violence from terrorism and internal conflicts. There is ongoing armed conflict in the area of Waziristan, the tribal belt which runs along the Afghanistan border. There were frequent terrorist bombings through the year including strikes in the metropolitan centers Karachi, Islamabad, Lahore and Rawalpindi. National Society programmes are being designed to take into account ongoing conflict scenarios and there is close liaison with the International Committee of the Red Cross (ICRC).

The repatriation process of Afghan refugees continued in 2005 and it is estimated 2.3 million people have now returned with UN assistance. There is still an estimated one million Afghan refugees in Pakistan, many of whom choose to stay in the country.

National Society highlights for 2005 included;

- Participation in the largest emergency response operation in the history of the PRCS following the October earthquake. In the three months to the end of 2005, PRCS mobile health teams treated nearly 35,000 people. Working with the Federation and various bilateral partner national societies, the National Society had helped distribute emergency relief items to almost 280,000 people by the end of 2005. The PRCS had helped with the dispatch of more than 1,000 truckloads of relief supplies to affected areas.
- The ongoing successful operation of basic and mobile health units in Balochistan and NWFP providing medical care to more than 40,000 people, many of whom have limited access to medical facilities.
- The HIV/AIDS voluntary counselling and testing centre in Lahore, the first Red Cross/Red Crescent facility of its kind in South Asia, having a successful second year, providing awareness sessions to 3,564 people and HIV/AIDS tests for 1,260 people.
- The identification of 12 district branches to be established/strengthened. Two new branches were established and this activity will be scaled up to 20 new district branches and two regional branches under the revised earthquake emergency and recovery appeal 2005-2008.



The PRCS mobilized all available resources such as this mobile health team to respond to the October earthquake.

Overall analysis of the health and care programme in 2005

Goal: The national society has the capacity to successfully plan, implement and manage programmes which have a positive effect on the health of the community, with focus on conflict/disaster-prone and under-served areas.

Objective: To enhance the capacity of the national society's health and training programmes to deliver health services to the most vulnerable communities.

Achievements, Constraints and Lessons Learnt

Expected Result 1: Primary health care units with outreach services in conflict/disaster-prone areas along the western border, tribal areas and urban centres are maintained and expanded; emergency response services are established to serve those affected by road traffic accidents and other threats in major cities.

The Pakistan Red Crescent has been running five basic health units (BHU) in Balochistan and two BHU in NWFP. The health units are providing basic medical treatment, health/hygiene education and community-based first aid training. One BHU in Quetta (Balochistan) commenced emergency health services to attend to road traffic injuries, due to its proximity to a busy road.

The plan to purchase and deploy five ambulances for emergency health services in Peshawar (NWFP) and Karachi (Sindh) was not able to be carried out due to funding constraints. Priority for use of funds was given to other already functioning health care areas.

The following table details the utilisation of the basic health and mobile health units in the provinces of NWFP and Balochistan.

Primary health care and education statistics, January - December 2005;

Area and health unit	People receiving primary health care	People receiving health education
Balochistan BHUs (Chaman, Quetta)	15,468	1,584
Balochistan MHUs (Qilla, Saifullah, Mastung, Quetta)	11,836	11,842
Balochistan total	27,304	13,426
NWFP BHUs (Torkhum)	4,082	4,433
NWFP MHUs (Tajabad, Sethi town)	4,324	5,773
NWFP total	8,406	10,206
GRAND TOTAL	35,710	23,632

Some people received both primary health care and health education so an exact total beneficiary number is not available. However it is in excess of 40,000 people. The health education sessions covered personal hygiene, women and children's nutrition, breast feeding, preparation techniques for oral re-hydration salts (ORS), family planning counselling and related issues. Community motivators also held meetings with targeted people.

While not funded under this appeal, the activities of the PRCS mobile health teams in response to the 8 October earthquake are worth noting. Teams were heading into remote and hard-to-access areas within hours of the disaster. The response of these teams, many having to travel by foot over treacherous terrain, was vital in providing the crucial emergency first aid in the first hours and days following the disaster. By the end of the year, PRCS mobile health teams had treated/assisted more than 35,000 people in affected areas in NWFP and Pakistan-administered Kashmir.

Expected Result 2: Strengthened primary health/reproductive health and outreach services in underserved areas.

Sites for establishing new BHUs in rural and disaster-prone districts in Punjab, Sindh and Balochistan were finalized with the consultation of district health authorities. Hiring of staff and procurement for the new health centres was also initiated. However the 8 October earthquake forced the National Society to divert all resources to meet the enormous needs of the earthquake-affected communities. This resulted in a slowing down and in some instances postponement of many activities. These included the planned purchase and deployment of three vehicles for high-risk pregnancy referral patients.

The 2006-2007 annual appeal health plans were incorporated into the earthquake emergency and recovery plan of action and reflect plans to expand health services in under-served areas (05EA022, revised version published 28 March 2006; http://www.ifrc.org/cgi/pdf_appeals.pl?05/05EA022revised2.pdf). This includes the continued support of the existing basic and mobile health units in Balochistan and NWFP and the establishment of five new BHUs in the Federally Administered Tribal Areas (FATA), Balochistan, Sindh and Punjab.

The PRCS participated in polio eradication campaigns with a focus on Balochistan. In all the four provinces reproductive health trainings were held for PRCS health care providers, addressing both men and women. Iron and folic acid tablets are given to all pregnant women visiting PRCS health facilities. Family planning counselling and provision of contraceptive tablets is also a component of fixed as well as outreach health facilities. The following table details the number of beneficiaries of PRCS primary health and reproductive health services:

Activity	Beneficiaries	Notes
Polio	3,396	Conducted in Balochistan for children under five.
Reproductive health (family planning)	2,019	Conducted in Balochistan and NWFP
Reproductive health awareness	23,632	Conducted in Balochistan and NWFP

Expected Result 3: A sustainable community-based first aid programme, which increases health awareness in the community.

The PRCS first aid training centre in Islamabad continued to conduct first aid training courses for various external organizations such as the Directorate for Workers Education, the World Health Organization and various schools/colleges. A total of 513 people were trained at the Islamabad centre during the year. Two training workshops for master trainers were held at the national headquarters for 28 PRCS first aid staff and volunteers from provincial branches. The PRCS first aid training programme is now in its sixth year and nearly 40,000 individuals have received training over that period across the country as a result.

Community-based first aid (CBFA) was conducted as an outreach service provided by the mobile and basic health units. It is also carried out as a separate activity in disaster-prone districts where there are no health facilities. The training used the CBFA manual which has been translated into Urdu. As a result of the CBFA activities, communities develop their capacity to deal with basic injuries and illness. Hygiene is also an integral aspect of the training and the importance of safe drinking water and proper sanitation is stressed.

A total of 6,496 people were trained in CBFA throughout the year (this does not take into account CBFA-related activities which were conducted under the earthquake operation.) Despite the disruption of the earthquake operation, this compares favorably with 2004 in which 6,463 people received CBFA training.

The breakdown of people trained in 2005 is as follows;

- North-West Frontier Province – 3,578
- Balochistan – 2,615
- Sindh – 201
- Punjab – 102

Expected Result 4: PRCS acquires the status of key stakeholder in the prevention of the spread of HIV/AIDS.

Following its launch in late 2004, the PRCS Punjab provincial branch voluntary counselling and testing (VCT) centre in Lahore continued providing confidential voluntary counselling and testing services to targeted high-risk community groups.

During the year a total of 71 awareness sessions were held on prevention of the spread of HIV/AIDS for 3564 people (55 percent male, 45 percent female. These sessions were conducted for students, commercial sex workers, drug addicts, health care providers and the general public. The sessions encouraged 1,260 (35 percent) of participants to come forward for HIV/AIDS testing. The VCT centre also provided individual voluntary confidential counselling to 671 clients. A total of nine people out of the 1,260 tested produced a positive result and post-test counselling was conducted. These tests were confirmed from the referral laboratory.

A one-day awareness session on HIV/AIDS for 150 women health workers, journalists, public and educational institutions and high-risk groups were held by the Sindh provincial branch.

The following table shows the breakdown of the counselling/awareness session/testing conducted by the VCT for the year:

Target group	Age group	Male	Female	Clients receiving awareness sessions on HIV/AIDS	Clients tested for HIV	No. clients positive	No. clients negative
Drug addicts	20-40	191	-	191	171	2	169
Nurses	20-30	57	457	300	312	-	312
Antenatal clients	18-35	-	220	220	172	2	170
Truck drivers	25-50	53	-	53	40	-	-
General public	20-50	429	352	781	110	2	108
Journalists	25-40	110	20	130	50	-	50
Health professionals	25-40	119	443	562	200	1	199
Students/youth	16-25	784	533	1,317	200	1	199
Commercial sex workers	20-35	5	5	10	5	1	4
Total		1,748	2,030	3,564	1,260	9	1,251

The National Society has formed a steering committee for the scaling up of its HIV/AIDS programme with UNAIDS and national/provincial AIDS programmes. The PRCS is also working together with the South Asia Regional Delegation's health unit which is coordinating the regional HIV/AIDS programme (which has received initial funding from the Swedish Red Cross). The PRCS will continue to develop an operational plan during 2006 with the aim of pursuing a 'programme-based' rather than 'project-based' approach in accordance with the regional strategy. The PRCS, other national societies in the region and the South Asia regional delegation took part in developing a HIV/AIDS project management manual which will be finalized in early 2006.

The earthquake operation put various planning activities on hold, but the National Society and the Federation have incorporated plans under the earthquake recovery plan of action to establish another VCT centre in Sindh province and expand its activities in youth peer education. During the coming years the PRCS plans to expand HIV/AIDS programmes to all the four provinces.

Impact

The National Society's overall capacity to implement and manage the primary health programme, CBFA and HIV/AIDS in different parts of the country to contribute towards the improved health status of under-served segments of population has been strengthened despite various challenges. The number of beneficiaries of primary health care services is in excess of 40,000 per annum.

Male and female motivators along with doctors played a pivotal role in providing health education and CBFA to targeted communities. Based on the information received from these clinics and the target communities this work contributed towards bringing positive change in the lifestyle and practices of people. The PRCS health facilities reached out to less advantaged groups, particularly women and children. A HIV/AIDS positive woman is working as community coordinator in the PRCS voluntary counselling and testing centre in Lahore which is a step towards the PRCS aim of greater involvement of positive people in its HIV/AIDS programme.

The momentum of programme implementation was disrupted through the year by the continuing high turnover of national society health staff, and emergency operations in response to heavy rains and snow in the first quarter of the year and monsoon rains in the second/third quarters. However, the programme gathered pace in the latter half of the year and the majority of planned activities were carried out. This is reflected in expenditure against income received of 51 percent.

There is a commitment of the National Society governance and management to expanding basic health care services to more remote and disaster-prone areas of the country. The PRCS plans to place more emphasis on primary health care and health education to reduce vulnerabilities of targeted populations. This is demonstrated by the next three-year plan which integrates primary health care, CBFA and HIV/AIDS at all levels.

PRCS health facilities have focused on the provinces of Balochistan and NWFP, targeting refugees and vulnerable local populations. The CBFA component is an integral part of the health programme. Obviously the 8 October earthquake operation meant that resources were diverted to deal with the emergency situation. Activities which were disrupted are being picked up in the current year along with scaled-up activities for the earthquake-affected areas. (see the [Pakistan: Earthquake revised emergency and recovery appeal](#) for full details). Highlights of the health plan of action 2006-2008 include;

- Scaling up of various health services in quake-affected areas including mobile health teams/basic health care services targeting 200,000 people.
- Continued HIV/AIDS VCT services and expanding youth education activities and awareness campaigns.
- Continued support for the operation of seven basic health units in Balochistan and NWFP.
- Establish and equip five new basic health centres in disaster-prone districts (two in FATA and one each in Balochistan, Sindh and Punjab).
- Strengthening CBFA programme at national and provincial branch levels.
- Training and coaching of PRCS staff and volunteers in water and sanitation and psychosocial support to lead to scaling up in these areas.

Short-term impact of this programme is evident from the changes observed in the knowledge and practices of targeted communities. However there is a need for improvement in areas of programme implementation monitoring and evaluation at community level. The observations made during the joint monitoring visits by the Federation delegation and PRCS showed that the staff and the community are satisfied with the working environment and the quality of care provided in the PRCS-run health facilities. However more detailed monitoring and evaluation is required; this has been incorporated into the 2006-08 [Pakistan: Earthquake revised emergency and recovery appeal plan](#).

The VCT centre in Lahore got into full swing in 2005 after being opened in late 2004. The staff are beginning to gain greater access to and the trust of high risk HIV/AIDS groups such as intravenous drug users. While the number of commercial sex worker clients was low (just 10), given greater promotion of the facility and awareness among people in high-risk groups of the assistance being offered, the numbers are expected to improve. The awareness sessions which reached more than 3,500 people in Lahore this year, are important in this regard.

Overall analysis of the disaster management programme in 2005

Overall Goal: Vulnerability of communities to disasters is reduced.

Programme Objective: Develop the national society's capacity to improve and equip the vulnerable communities to establish effective disaster preparedness and coping mechanisms.

Achievements, Constraints and Lessons Learnt

Expected Result 1: Disaster-prone areas (both natural and technological) are prioritized at each administrative tier in the provinces, such as districts, union councils and villages.

Due to reprioritizing of resources in order to focus on emergency responses, there was low implementation of this expected result.

The planned vulnerability and capacity assessment (VCA) and hazard mapping was only partially carried out. It had been planned to conduct VCAs covering ten districts (two in each of the four provinces and two in the Northern Areas), however only Balochistan province was covered. The Balochistan branch carried out assessments covering nine disaster vulnerable villages during September and as a result plans were put in place to establish a disaster management cell in Jaffarabad. The concept is to develop a disaster management network amongst the villages.

Under the earthquake emergency recovery plan of action 2006-08, VCAs are planned for quake and non-quake affected areas with the preparation of relevant risk mapping. As a result of these assessments, new branches will be established in strategic locations in high-risk areas. The goal is by the end of 2008 to establish 20 new district branches countrywide and two new regional branches in the Northern Areas and FATA respectively.

Expected Result 2: *Enhanced PRCS disaster preparedness/response capacities in the areas of human resources, infrastructure development, equipment support and training etc, for the benefit of the vulnerable communities.*

Implementation of planned activities under this expected result was severely truncated in 2005 due to the large amount of time devoted to emergency response operations.

Three out of ten planned community-based disaster preparedness (CBDP) workshops for approximately 90 staff/volunteers were conducted in Punjab and Balochistan while just one of ten planned VCA workshops was possible.

A total of six (out of a planned 20) community awareness meetings were held. These meetings (each with up to 50 participants) were aimed at explaining disaster management to the public and encouraging community involvement in disaster preparedness and response activities. Two of these sessions were held in Mansehra and Kohistan in NWFP just weeks before the 8 October earthquake. Feedback from selected participants following the quake was that the sessions were useful in helping them respond to the disaster.

A PRCS relief coordinator who helped facilitate these trainings says once the disaster occurred he was able to mobilise several of the participants and they are now valued team members in the National Society's earthquake response.

The Federation delegation helped facilitate Rubb hall (temporary warehouse tent)/logistics training in the Balochistan branch headquarters in Quetta for 20 national society staff drawn from across the country. The training was co-facilitated by the World Food Programme (WFP), and the Afghan Red Crescent Society. The participants gained basic knowledge/skills in the erection and running of temporary warehouse facilities and logistics.

The director of operations made monitoring and evaluation visits to all provincial branches during August and September and took the opportunity to discuss the National Society's five-year disaster management plan with staff.

Under the earthquake recovery plan, a significant scaling up of the National Society's disaster management PRCS capacity is planned for 2006-2008. This scaling up will include establishing:

- A national disaster response teams
- 20 branch disaster response teams
- 20 local disaster preparedness response teams

Expected Result 3: *Enhanced coordination and networking with the stakeholders to ensure better practices before, during and after disaster.*

The PRCS coordinated well with the local authorities, other agencies and Movement partners during the snow/flooding emergency relief operations in the first quarter of the year and the monsoon floods mid-year. The external partners include the Canadian International Development Agency (CIDA), the German, Chinese, Turkish and United Arab Emirates (UAE) Red Cross and Red Crescent Societies, and the United Nations Development Programme (UNDP).



A PRCS volunteer who received disaster management training just weeks before the 8 October quake is now a skilled member of the disaster relief operation. Here he is overseeing an airlift of relief materials in a remote area of the Kaghan Valley in NWFP.

The 8 October earthquake presented a major coordination challenge. There was a sudden influx of actors responding to the emergency. Given the widespread affected area, the challenging terrain and scattered affected communities, good coordination was of paramount importance. The National Society generally met these challenges well.

During the preliminary phase of the earthquake operation, the PRCS hosted daily meetings involving the ICRC and the Federation to discuss a range of operational issues. In the field, the ICRC coordination delegate based in the sub-delegation in Muzaffarabad and the Federation deputy head of operations in Mansehra meet to share information and maximise operational capacity. There was also good coordination with the Pakistan government, including the military which was the lead actor in the emergency response, as well as with UN agencies and other players. The Federation attended various meetings of the UN cluster groups and other key coordination meetings in Islamabad and the field. The Federation provided human resources and technical support to the cluster group on shelter.

Due to political/military considerations the Federation is working with the PRCS in NWFP while the National Society coordinates with the ICRC in Pakistan-administered Kashmir.

The PRCS/Federation field base units are part of the local area network with the provincial government, district government and administration. These field offices regularly participate in coordination meetings in close contact with international NGOs, local NGOs, local community-based organizations and groups, and other stakeholders.

The disaster simulation exercise planned for the final quarter involving disaster management staff from provincial and district branches did not occur due to the earthquake operation.

Expected Result 4: Activities in other core areas of PRCS such as health, humanitarian values and organizational development are coordinated with disaster management where possible for optimum effect.

Throughout 2005, the disaster management department carried out a variety of activities in close cooperation and coordination with other PRCS departments. Mobile health units were deployed to disaster affected areas during the monsoon operations in mid year, and were an integral part of the earthquake response from 8 October.

Impact

Implementation of planned activities was very low as reflected in the low expenditure (just 22 percent) of funds received. The year was dominated by disaster response activities, firstly with the heavy rains/snowfall operations in the first quarter, monsoon flood response mid-year and then the 8 October earthquake. This precluded many planned development/training activities from taking place.

Due to a sluggish funding response and National Society's engagement in emergencies (floods and snowfalls), no major disaster management development activities were conducted during the first quarter. Activities for the remainder of the year were rescheduled as jointly agreed by the Federation and PRCS disaster management counterparts. These plans were constrained by the 8 October earthquake which meant several of the rescheduled activities did not take place. As outlined under expected result two, there was only partial completion of the crucial activities relating to enhancing PRCS disaster management capacity. However, of the trainings that were able to be conducted, the newly acquired skills and knowledge were able to be put into affect as part of the earthquake response.

National Society disaster management staff have been heavily involved since the quake in assessment and relief activities. The deployment of regional disaster response team (RDRT) members (a total of 70 from nine national societies by the end of 2005) had a positive spin-off for PRCS disaster management staff. They were able to gain tuition from experience disaster management practitioners in the field. Ongoing disaster management capacity building activities will build on the invaluable experience already gained. As tragic as the earthquake disaster was, it has been an opportunity for the PRCS existing staff to enhance their disaster management skills and it has also led to greater community involvement in disaster response activities. In all quake-affected areas where the PRCS operates, a PRCS/community committee is formed to ensure that relief/rehabilitation activities reflect as much as

possible the needs of affected people. As one PRCS field officer remarked, “the disaster has enabled us to put theory into practice in real time, involving the community every step of the way.”

Obviously the earthquake has shaped the future plans of the National Society in disaster management. While there is no change in general direction of what had been previously planned, there is a significant scaling up. Key components of the emergency and recovery plan of action 2005-2008 are outlined in the [revised plan of action](#) (see page 18 for a table overview).

Overall analysis of the organizational development programme in 2005

Overall Goal: PRCS has a well-functioning organization base in order to provide quality assistance with greater impact and relevance to the most vulnerable people in all core areas of PRCS work.

Programme Objective: PRCS strengthens its foundation and organizational capacity in order to deliver effective and relevant services to the vulnerable population.

Achievements, Constraints and Lessons Learnt

Expected Result 1: Branch development – PRCS provides effective and efficient services to vulnerable communities through its network of branches.

Two new district branches were established. Work had been ongoing for the establishment/strengthening of a further ten branches in disaster-prone areas but these activities were sidelined by the earthquake operation.

Two of the four planned coordination meetings of district secretaries with the provincial secretaries were held in the July and September.

Under the [2006-2008 earthquake revised emergency and recovery appeal plan of action](#), significant branch development is planned for the next three years. Twenty new district branches and two new regional branches (in the Northern Areas and FATA) will be set up. Increased human resource support is planned for 22 district branches and three provincial headquarters. It was apparent following the 8 October earthquake that the branch capacity required improvement. In the affected areas, there are 24 branches in NWFP and 27 in Pakistan administered Kashmir. However, many of these are operating at a very low capacity and require intensive human resource, financial and training support. Ironically just two days before the earthquake struck, national headquarters and the Federation Secretariat had signed off on training, human resource and warehouse support for the Mansehra branch in NWFP, realizing that required strengthening due to its position in a disaster-prone area.

Expected result 2: Volunteer and membership development – recruitment, development and retention of skilled volunteers ensuring gender balance, and their effective utilization in providing assistance to vulnerable communities.

The majority of planned activities did not proceed due to budgetary constraints and priority being given to disaster response related activities. However some important groundwork has been completed. The influx of ad hoc volunteers following the October earthquake is an opportunity for the National Society to boost its volunteer base.

A volunteer database was developed during 2005 and contains basic contact and profiling information aimed at assisting retention and mobilisation. The database currently contains the details of almost 4,000 people although the PRCS has an estimated 50,000 volunteers nationwide. The registration of volunteers will continue and it is an important activity to help the National Society realize the full potential of its volunteer base.

Assisting this aim was the development of online volunteer registration on the PRCS website (www.prcs.org.pk) which helps profile people by their skills, interests and availability. To date, 750 people have signed up as volunteers online.

As a membership drive activity, a National Society stall was set up in Islamabad during a spring festival event. It promoted activities of the PRCS and was aimed at attracting youth volunteers.

A volunteer policy manual will be developed in 2006 and recruitment, training and development programmes will be pursued.

Expected Result 3: Human resource development – PRCS has appropriate staff policies in practice and all staff members are managed and developed to better enable them to reach the most vulnerable.

As with expected result 2, the majority of planned activities did not occur. This was due in part to the human resources officer position being vacant for much of the first half of the year.

The job descriptions of PRCS staff were revised while human resources software was completed. A human resources delegate (funded under the earthquake appeal) commenced a six-month mission in January 2006 and is assisting the national society with various HR issues.

Expected Result 4: Institutional capacity building – strengthened institutional capacity of PRCS to deliver effective and efficient services to the vulnerable communities.

A strategic planning meeting was held in July 2005 for planning for 2006-07 with all provincial branches participating. The Federation regional organizational development delegate facilitated the meeting. Branches presented a five-year strategic plan.

Expected Result 5: Finance development – PRCS demonstrates improved and standardized financial policy and procedures at the national and provincial levels.

The Federation's South Asia regional finance development project provided support for the installation of international standard financial software. New financial software was purchased and installed at the national headquarters and training was conducted. The software includes an inventory management component. This was done immediately prior to the October earthquake meaning the enhanced financial reporting capacity was able to be utilized immediately for a large scale operation. Financial software was also purchased and installed in the Punjab provincial branch headquarters.

Expected Result 6: Resource mobilization – PRCS resource mobilization policy, strategy and plan for the self-sustainability of the programmes of PRCS are developed and implemented.

PRCS's resource mobilization development remained relatively stagnant in 2005, due in part to the resource mobilization officer's position being vacant for five months. The proposed revamped resource mobilization strategy developed in a conjunction with an external consultant (supported by the Federation South Asia regional delegation) in 2004 is still awaiting adoption. This will be a priority for 2006 and a fundraising strategy and programme for self-sustainability are part of the [2006-08 earthquake revised emergency and recovery appeal plan](#).

The National Society was involved in successful and proactive public fundraising activities, particularly following the October earthquake. A campaign launched in the print, radio and television media and on the PRCS website gained a good response with Pakistan rupees 2.8 million (approximately CHF 60,100) raised in just over a week following the disaster.

Expected Result 7: Dissemination – PRCS advocacy and communication campaigns developed and implemented.

As per the plan of action promotional materials such as calendars, key chains, note pads bearing Red Cross Red Crescent messages and principles were produced and disseminated. This was also partially funded by the ICRC.

A half-page promotional feature on the Pakistan Red Crescent Society was published in five national newspapers (three English, two Urdu) in May to mark Red Cross Red Crescent Day.

Promotional television spots covering activities of the National Society were produced in 2005 and will be aired during 2006.

A documentary on volunteerism was also produced and will be used as a promotional/recruiting tool. The PRCS public information officer worked closely with resource mobilization and humanitarian values counterparts and advocacy and communications plans were finalized.

A youth and volunteer newsletter was produced and published in September (4000 copies) and further editions are planned for 2006.

The PRCS is liaising with Pakistan delegation and ICRC counterparts and a joint strategy will be pursued during 2006 where applicable.

Impact

The organizational development programme did not progress satisfactorily in 2005. This is reflected in the low expenditure of just 47 percent (bearing in mind the programme received just 57 percent coverage under the appeal). The National Society was sidetracked by emergency response operations, with organizational development activities often down the priority list. Despite these constraints, important progress was made in some areas.

Branch development is a major priority for the PRCS and significant planning had been completed prior the October earthquake. Two new branches were established during the year and a further ten had been identified with much of the preparatory groundwork completed. Branch development will be scaled up significantly over the next three years with plans for the establishment of 20 new district branches and two regional branches in FATA and the Northern Areas respectively. Human resource support and training are integral to this plan.

The revision of job descriptions, establishment of human resource software and the employment of a human resources officer is a start in addressing the various HR issues in the Society.

Volunteer and membership development requires a further boost if the PRCS is to capitalize on the influx of ad hoc volunteers following the October earthquake. There is strong community involvement with PRCS/Federation/ICRC relief and recovery operations in the field. The quake operation has presented a good opportunity to recruit and retain people who until October had never been involved with the Red Cross Red Crescent before. To date 4,000 of an estimated 50,000 volunteers nationwide have been registered and this process will be pursued in the coming years. The online volunteer registration facility has proved to be a successful innovation. Internet usage is on the rise particularly in urban Pakistan and the website provides a good promotional tool. The Federation is working with the National Society in 2006 to increase public awareness of the site.

Much of the groundwork for resource mobilization has been done, with a new strategy developed during 2004 with the assistance of an external consultant (supported by the South Asia regional delegation). This plan needs to be revisited and implemented in 2006. The good public response domestically to the PRCS earthquake appeal campaign, demonstrated that there is good potential for revenue generation within Pakistan.

The National Society needs to focus more firmly on organisational development activities in the future. 2005 was a year dominated by disaster response activities, so it is important to regain momentum in 2006 and beyond. The



Sultan Mohammed in his village near Besham in northern Pakistan is one of many people in earthquake-affected areas who have become PRCS volunteers since the disaster.

PRCS has a good base, being represented in the four provinces and with branches in 66 of the 125 districts of Pakistan. Major organizational development issues which need to be addressed include;

- Adoption of the revised constitution which was developed in 2003/04.
- A new strategic planning process to be undertaken. The previous strategic plan was finalized in September 2005, prior to the earthquake.
- Adoption of the resource mobilization plan developed in 2004/05.

Overall analysis of the humanitarian values programme in 2005

Overall Goal: A positive change in the behaviour of the people: increased tolerance, mutual understanding and respect for human beings through dissemination of humanitarian values and the Movement's Fundamental Principles.

Programme Objective: To increase the capacity of the PRCS to promote the Red Cross/ Red Crescent Fundamental Principles and HV.

Achievements, Constraints and Lessons Learnt

Expected Result 1: Within PRCS: There is greater understanding of humanitarian values and the Movement's Fundamental Principles within the national society.

None of the nine planned district level humanitarian values orientation sessions occurred during 2005. Humanitarian values were promoted on an ad hoc basis in various trainings.

Expected Result 2: Outside PRCS: The profile and the image of the National Society is further increased as a countrywide humanitarian organization and its message on humanitarian values is widely respected.

Documentaries on volunteerism and the work of the PRCS and Movement partners in the earthquake operation were produced in 2005 and will be broadcast via various outlets during 2006. The documentaries promote the Fundamental Principles and the humanitarian imperative of the Movement.

The humanitarian values message was promoted during the numerous media initiatives during 2005 via press releases, media conferences, interviews etc.

Impact

The programme was severely constrained by low funding (with no new funds received in 2005) and a lack of human resources. There is no designated humanitarian values focal point in the National Society and various aspects of the programme are spread around organisational development and communications. There is an urgent need for a more cohesive and constant approach to humanitarian values. A 'principles and values' objective has been included in the earthquake revised emergency and recovery appeal plan of action and it will involve;

- In collaboration with colleges, hold youth summer camps for young men and women in all provinces and Islamabad in 2007 and 2008.
- Conduct dissemination sessions among vulnerable communities, especially youth, on Red Cross and Red Crescent principles and values, as well as on PRCS, Federation and ICRC activities and programmes in Pakistan.

Implementation and Management

The 8 October earthquake overwhelmed the capacities of both the National Society and the Federation delegation. Prior to the quake the delegation consisted of just seven staff (including one expatriate delegate). Following the quake the delegation was immediately reinforced with international disaster response teams and technical personnel from various Federation structures in and out of the region. At the peak of the operation there were approximately 150 expatriate personnel deployed (including bilateral national societies). Most of the expatriate

staff/delegates will be phased out over the course of the three year plan of action. There were approximately 60 expatriate staff in Pakistan at the end of March 2006.

There were two bilateral in-country Red Cross partners before the quake and this has increased to eight as a result of the emergency operation.

In addition to the main coordination centre in Islamabad, several operational bases have been established in the affected areas to reinforce coordination and implementation of relief activities at all levels and with different partners within and outside the Movement.

The Federation, PRCS and the ICRC maintained close coordination through the year with regular meetings and information sharing. The South Asia regional delegation and the Geneva Secretariat maintained close contact through the year with visits by various technical staff to provide support/training etc.

Acronyms

BHU – basic health unit
CBDP – community-based disaster preparedness
CBFA – community-based first aid
ICRC - International Committee of the Red Cross
MHU – mobile health unit
NWFP – North West Frontier Province
PRCS – Pakistan Red Crescent Society
RDRT – regional disaster response team
VCT – voluntary counselling and testing
FATA – Federally Administered Tribal Areas

[The annual financial report is below; click here to return to title page and contact information.](#)

International Federation of Red Cross and Red Crescent Societies

PAKISTAN

Selected Parameters	
Year/Period	2005/1-2005/12
Appeal	M05AA049
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	1'103'158	508'840	35'902	441'967	63'508	2'153'375
B. Opening Balance	281'705	5'500	22'892	32'880	2'792	345'769
Income						
Cash contributions						
British Red Cross	110'698	74'535				185'233
Capacity Building Fund				40'000		40'000
Finnish Red Cross		38'600				38'600
German Red Cross	309'596	154'797		154'797		619'190
Japanese Red Cross Society		56'266				56'266
Swedish Red Cross	123'030			24'750	6'354	154'134
C1. Cash contributions	543'325	324'198		219'547	6'354	1'093'423
Outstanding pledges (Revalued)						
Finnish Red Cross		38'913				38'913
C2. Outstanding pledges (Revalued)		38'913				38'913
Inkind Personnel						
Swedish Red Cross					97'750	97'750
C5. Inkind Personnel					97'750	97'750
Other Income						
Miscellaneous Income					-6'619	-6'619
C6. Other Income					-6'619	-6'619
C. Total Income = SUM(C1..C6)	543'325	363'110	0	219'547	97'485	1'223'467
D. Total Funding = B + C	825'029	368'610	22'892	252'427	100'277	1'569'236

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	281'705	5'500	22'892	32'880	2'792	345'769
C. Income	543'325	363'110	0	219'547	97'485	1'223'467
E. Expenditure	-424'134	-81'623	-9'541	-117'736	-148'868	-781'902
F. Closing Balance = (B + C + E)	400'895	286'987	13'352	134'691	-48'591	787'334

Selected Parameters	
Year/Period	2005/1-2005/12
Appeal	M05AA049
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
	A						B	A - B
BUDGET (C)		1'103'158	508'840	35'902	441'967	63'508	2'153'375	
Supplies								
Shelter	249'150							249'150
Medical & First Aid	73'508	30'519					30'519	42'989
Teaching Materials	4'154							4'154
Utensils & Tools	12'760							12'760
Total Supplies	339'572	30'519					30'519	309'053
Land, vehicles & equipment								
Land & Buildings	20'676							20'676
Vehicles	344'642					-7'409	-7'409	352'051
Computers & Telecom	1'200					-4	-4	1'204
Total Land, vehicles & equipment	366'518					-7'413	-7'413	373'931
Transport & Storage								
Storage	21'696		744				744	20'952
Transport & Vehicle Costs	107'988	16'399	5'444	10	1'667	-12	23'507	84'481
Total Transport & Storage	129'684	16'399	6'188	10	1'667	-12	24'251	105'433
Personnel Expenditures								
Delegates Payroll	342'000					49'017	49'017	292'983
Delegate Benefits		22'738	3'385	413	5'430	99'174	131'140	-131'140
Regionally Deployed Staff	415'080							415'080
National Staff		38'541	12'330	298	15'450	-3'562	63'056	-63'056
National Society Staff		71'005	14'140		20'498		105'643	-105'643
Consultants	12'741					119	119	12'622
Total Personnel Expenditures	769'821	132'284	29'855	711	41'377	144'748	348'975	420'846
Workshops & Training								
Workshops & Training	129'196	6'845	11'144		3'980	106	22'076	107'120
Total Workshops & Training	129'196	6'845	11'144		3'980	106	22'076	107'120
General Expenditure								
Travel	40'364	5'010	1'059	25	1'459	684	8'237	32'127
Information & Public Relation	60'774	1'683	113	17	3'284	-109	4'989	55'785
Office Costs	176'017	14'909	630	438	4'041	13'157	33'176	142'841
Communications	1'460	1'074	1'874	688	47	11'782	15'466	-14'006
Professional Fees						96	96	-96
Financial Charges		55	10		3	-9'834	-9'766	9'766
Other General Expenses		13'603	2'540	183	3'601	-14'392	5'536	-5'536
Total General Expenditure	278'615	36'333	6'227	1'351	12'436	1'385	57'733	220'882
Depreciation								
Depreciation						790	790	-790
Total Depreciation						790	790	-790
Program Support								
Program Support	139'969	27'569	5'305	620	7'653	9'263	50'411	89'559
Total Program Support	139'969	27'569	5'305	620	7'653	9'263	50'411	89'559
Operational Provisions								
Operational Provisions		174'185	22'904	6'848	50'622		254'560	-254'560
Total Operational Provisions		174'185	22'904	6'848	50'622		254'560	-254'560
TOTAL EXPENDITURE (D)	2'153'375	424'134	81'623	9'541	117'736	148'868	781'902	1'371'473
VARIANCE (C - D)		679'024	427'217	26'361	324'231	-85'360	1'371'473	