

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

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

Appeal No. 01.28/2002; Appeal target was CHF 1,098,840. In response to the Afghan Crisis, which commenced following the events of 11 September 2001, the Pakistan Red Crescent Society adjusted the activities originally envisioned in the Annual Appeal to meet the immediate needs of Pakistan's most vulnerable communities. The PRCS in cooperation with the Federation revised the Society's budget and plan of action. The budget was reduced approximately by 40 per cent to CHF 448,471. Appeal coverage: 151%

Overall analysis of the programme •

Pakistan is one of the most disaster-prone countries in South Asia and is threatened by a variety of natural and man-made disasters. According to the *World Disasters Report 2002*, some 27,312,592 people (1.99 per cent of its population annually) were killed or affected by disasters in Pakistan in the period 1999-2001. Pakistan is the world's seventh most populous country, and the fourth in Asia. Currently the population of Pakistan is estimated at around 145.9 million, with an annual growth rate of 2.16 per cent, doubling time in 33 years. Identifying the problems associated with population growth, Pakistan has more mouths to feed, more families to house, more children to educate and more people looking for gainful employment.

With the worst drought on record in its fourth year, water availability is rapidly decreasing, creating greater vulnerability among the poor. Some 60 per cent of the population does not have access to safe drinking water. The water crisis has severe implications. The general health of the population has been declining, with rising levels of malnutrition due to the poor diet on which many people are subsisting. Some 52 per cent of children under the age of five years were moderately malnourished in 2001 and 13 per cent severely malnourished according to the government's report. Social indicators show an average life expectancy of 59.6 years with an infant mortality rate of 83.3 per 1,000. The mortality rate for children under five was reported at 110.3 per 1,000¹. Many of the health problems common in Pakistan are preventable and stem from a lack of knowledge. The main causes of preventable deaths in the country are malaria, tuberculosis, childhood infectious diseases, micro-nutrient deficiencies, inadequate sanitary conditions and poor nutritional practices. The high rate of population growth, low life expectancy and high mortality rate put Pakistan at the lower level among the countries in the region.

The ongoing situation in Afghanistan has had a serious impact on Pakistan for more than 20 years and the needs of Afghan refugees in Pakistan created additional humanitarian challenges. More than one

¹ Source: Human Development Report, UNDP 2001-2002

million Afghans who sought refuge in Pakistan returned to Afghanistan in 2002 under the UN-led repatriation programme², with the hope of a new beginning in Afghanistan. However, large communities of refugees with substantial needs still remain in Pakistan. The most vulnerable people were the ones arriving after 11 September, living in the camps of Baluchistan's water-short border regions.

In Pakistan the year 2002 saw the continuation of political, social and economic uncertainty, coupled with severe drought and significant population movements that affected millions of people and posed enormous humanitarian challenges. In addition to the growing poverty, (32.2 percent of the country's population now live below the poverty line), the country was plagued by major human rights and security issues. Moreover, Pakistan, was embroiled in a nuclear stand-off with its arch rival and neighbour, India. Events after the 11 September 2001 caught Pakistan in the international limelight, and its international prominence continued throughout 2002. As events unfolded in Afghanistan and opposition to the US-led military campaign continued, security in Pakistan deteriorated, with numerous attacks on foreigners and the Christian community. Despite the complex situation in the entire region, there were some advances in the political and humanitarian realm; the president led Pakistan back to parliamentary politics after three years of military rule, following the October 2002 elections and more than 1.6 million Afghan refugees returned to their homeland.

General insecurity across the region has not hampered the Red Cross and Red Crescent's humanitarian work. Operations were ongoing without interruption providing vital support to the country's vulnerable groups. The capacity building of the Pakistan Red Crescent Society (PRCS) was the main priority for the International Federation to ensure that Red Crescent services to vulnerable communities be more effective and have greater impact.

Midway through 2002 the PRCS, together with the Federation, reviewed the activities within the country's Annual Appeal 01.28/2002 and issued a revised plan of action primarily to reflect the recommendations of a joint assessment of the Federation and the International Committee for the Red Cross (ICRC) of the overall capacity building of the PRCS and its operational priorities, as well as the best use of resources given the demands of the ongoing Afghan crisis operation on the National Society (NS). It was obvious that all activities included in the appeal would not be implemented in 2002. Therefore a number of activities of the original plan of action, particularly under the organizational development component, and some activities under the health and care programme, were removed and will be addressed in 2003. In 2002, the efforts of the PRCS focused on those areas which required immediate attention and capacity building support in order to make them realistic and achievable.

Objectives, Achievements and Constraints •

Disaster Preparedness and Response (DP/DR) •

The overall goal of the programme was to develop the ability of the National Society to improve the capacity of vulnerable communities to establish effective disaster preparedness and coping mechanisms. Thanks to the continued support from the Department for International Development (DFID), the PRCS was able to pursue the disaster preparedness initiatives throughout the year through capacity building at the regional and grass roots levels.

Objective 1: The DP/DR capacity will be assessed and the guidelines formulated to establish a comprehensive/integrated disaster management policy of the PRCS.

Achievements: A comprehensive assessment of the DP/DR capacities and resources of the PRCS was conducted by an external consultant experienced in organizational assessments and employed by the

² When UN launched its repatriation programme in March 2002, there were over two million Afghan refugees in Pakistan, many of whom have settled here since the 1980s.

PRCS. The assessment was carried out through active participation of staff members and volunteers of the PRCS, who were trained on the assessment tools and familiarized with the process through a development workshop. The resulting information was collated and analyzed and a final report and recommendations were produced. The information collected through the assessment exercise will help the PRCS develop its future DP/DR policy and strategies.

Constraints: The assessment laid a solid foundation for improving the disaster preparedness and response activities at all levels of the PRCS, but the main work is yet to be done. The 2002 assessment recommendations of the disaster preparedness and response capacities of the PRCS will be incorporated into a comprehensive and integrated disaster management policy and strategy of the PRCS to be developed in 2003. The recommendations will be reflected in a comprehensive PRCS disaster management plan.

Objective 2: The information resource centre of the PRCS compiles and shares information and advocates its position on disaster management issues.

Achievements: Regular contacts were maintained with external information services including government, UN, NGOs and media. The web site (www.prcs.org.pk) of the PRCS was regularly updated with relevant DP/DR materials and case studies and lessons learned during the operations. Further, disaster awareness materials, the Federation's policy documents on volunteers, disaster preparedness, food and nutrition, emergency response and rehabilitation were produced and translated into Urdu and other local languages for distribution to provincial branches for information sharing. In addition, among the materials produced were 500 copies of the Federation's 'Tools in disaster response', 'Code of conduct in disaster response', the community based first aid (CBFA) training of trainers manual and Sphere guidelines. A manual on a risk reduction training was also translated and published and 100 copies of the manual were distributed to the provincial branches.

The National Society was better informed on world-wide trends in disaster management and reacted rapidly as a result of real-time warnings of specific developing disaster situations. The society's disaster management training materials, reports and case studies are available for internal and external players in disaster management including government, UN, NGOs and media.

Constraints: The PRCS is a key humanitarian actor within the country with good links to governmental and non-governmental organizations. However, it is fair to say that the NS is well aware that there is still some way to go to position itself as the leading humanitarian agency in Pakistan.

Objective 3: The disaster response capacity of the Pakistan Red Crescent Society at the national and provincial levels is improved.

Achievements: To date, fully equipped disaster management cells (six, in total) of the PRCS exist at the national headquarters and in three provinces; Punjab has one cell, while Sindh and Balouchistan have two cells each. Computers, office furniture and fax machines were purchased for the newly formed cells already in 2001. In 2002 the disaster management cells focused on the development of their emergency response kits. The NS maintained databases of all trained staff members and volunteers with identified relevant skills. The PRCS benefited from the programme increasing its skills and professionalism through training:

- The secretary general of the PRCS, deputy director of health and training department, DP manager and a government representative attended the South Asia regional disaster preparedness workshop in July in Sri Lanka.
- The provincial secretary of the PRCS Sindh branch attended vulnerability and capacity assessment (VCA) training of trainers in Italy in July 2002. Later in the year the secretary was invited to facilitate the VCA workshop in Colombo.

- The DM manager, DP coordinator, female senior training officer, provincial programme officers from Punjab and NWFP participated in VCA training in Bangladesh.

The capacity of the National Society in disaster management was strengthened through more experience in DP planning and the regions being better prepared for emergencies. The experience of the PRCS in assessment increased. The PRCS became operationally more effective. The disaster management cells in the provinces significantly improved the operational effectiveness of the PRCS leading to better service delivery to vulnerable communities. The importance of the National Society's role in assisting victims of disasters was demonstrated many times in 2002. The PRCS responded rapidly and effectively to those affected by severe floods in Peshawar. One hundred families, whose houses were destroyed or badly damaged, were given tents and food parcels from the emergency stocks of the PRCS. Another example of rapid and effective intervention was the National Society's response to earthquakes in remote northern Pakistan supplying the families affected by the disaster with basic relief items from its existing DP stock. Lessons learned from disaster response operations were utilized to improve performance and influence programme planning.

Constraints: The capacity building of the National Society in terms of operational and management ability is still required. This is a slow process, requiring a strategic approach, and may still take several years to build up experience and knowledge to achieve well functioning and effective indigenous mechanisms. The Federation is therefore very keen to secure consistent long-term support.

Objective 4: Capacities of local vulnerable communities are strengthened through continuation of community-based disaster preparedness (CBDP) projects in five communities until the end of 2002.

Achievements: Following CBDP orientation training/workshops for new staff and volunteers, which were the focus of efforts in 2001, the PRCS undertook a structured vulnerability and capacity assessment in selected hazard-prone areas at the district level, and implemented pilot disaster preparedness and mitigation projects (five in total) aimed primarily at strengthening the self-support mechanisms. The communities were encouraged and supported to play an active role in making assessments and identifying their concerns, which mainly included water and sanitation problems in the villages. The disaster mitigation projects agreed on between the village communities therefore focused on these issues. The sites were selected based on the feasibility studies carried out by the branches of the National Society. The pilot disaster mitigation projects included:

Punjab Province

The selected area comprised of six villages inhabited by 4,000-5,000 people, in a subdivision of Jhelum district and 100-120 kilometres northwest of Lahore. The area is prone to small-scale seasonal flash floods as the villages selected are located in between Salt Range and Jhelum River and there are no embankments on either side of the river. Over the years the area has developed huge ditches, which remain filled with water throughout the year posing serious health hazards. As a result of hazards and vulnerability mapping exercises in the target communities, the following mitigation activities were carried out in this province:

- The construction of a room (warehouse) and repair of a drainage system for Muktab School in the village Jughian.
- The construction of a small bridge in the village of Naech which will facilitate evacuation of the stranded population in times of floods.
- A 72 square foot water tank for the primary school in Naech was installed and connected to the main water supply line of the village.
- The installation of a water tank in the village of Jughian, which had only one water supply line of half an inch diameter. Insufficiency of potable water was one of the major concerns for the community. As a result of the intervention of the PRCS through the pilot disaster mitigation

project, the problem was solved; a 15,000 gallons capacity water tank was installed and 550 villagers now have access to potable water.

- The installation of water tanks in Dhuddi Phappa for 1,800 beneficiaries (200 in Kot Kallan and 1,600 in Kandwal).
- By establishing a stock of emergency items, with the active participation of the village's community, the project staff members established and arranged for the procurement of emergency items which would help villagers mitigate the impact of disasters. These included three life saving boats, 100 life jackets, two electric generators, ten megaphones, 20 tents, 50 stretchers, six fire extinguishers and 100 water cans which were procured and stored as disaster preparedness stocks.

The PRCS provided community-based first aid training to 117 people, of which 56 were women. Some 114 people were trained how to fight fire and offer rescue to disaster-affected population.

Sindh Province

The rural project site was located in the seaside village of Golomandoro, vulnerable to small-scale cyclones. The site comprised four villages which were under the administration of the Badin district. Here again the major concern of the community was access to safe potable water. Some 90 per cent of diseases in the villages were reported to be water-borne. Following consultations with the villagers, the following mitigation activities were carried out:

- installation of ten hand-pumps in two of the four targeted villages to benefit 100 families; and
- construction of water storage ponds in two other villages to benefit 150 families.

The urban project was located in the Lyari district of Karachi. Lyari is prone to seasonal floods during the monsoon due to the overflowing of the water drainage channels. Following a detailed vulnerability and capacity assessment, the following mitigation projects were implemented:

- provision of rescue materials, such as life jackets, nets and ropes complemented by the training in rescue and relief;
- construction of an elevated iron bridge benefiting 200 families, and
- repair of another bridge in the Lehari area of Karachi.

Community-based disaster preparedness training was provided to 100 people through the provincial branches of the PRCS.

Balochistan Province

The rural project area was in the Chagai district, close to the Afghanistan border and includes nine villages. Following a detailed, participatory vulnerability and capacity assessment, the following disaster mitigation projects were implemented in the target area:

- An electricity connection for a diesel tubewell in Gaz Nalli benefiting some 1,000 families;
- Construction of a water tank, extension of piping and rehabilitation of water protection spur/wall in the village of Muhammad Khan benefiting some 50 families; and
- Installation of a water tank and piping network in Pir Jan, works in progress.

Within the framework of the urban project, the following disaster mitigation activities were implemented:

- The construction of a bridge over Sullage drain in Killi Mengal assured easy and safe access to the village. The new bridge makes it unnecessary for people to take a long detour to reach the main road. Also it helps them avoid taking risk of moving through the Sullage drain which during rains becomes even more treacherous to cross. The bridge will also provide villagers with an easy and quick exit route in case of any emergency.
- The construction of a water tank in Killi Lahari, where the lack of a potable water supply turned into a chronic problem for the residents, ensured continuous supply as the available water connection was linked to the water tank.

In Baluchistan, community-based first aid training was provided to 25 people, while another 15 received training on community-based disaster preparedness.

The disaster mitigation projects strengthened the self-support mechanisms of local communities in the target areas. Capacity of the target communities was enhanced to face local disasters. A better understanding of disaster management aspects and disaster coping mechanisms is in place.

Constraints: The pilot mitigation projects were slow to get started, in part because of the overloaded capacity of the PRCS. The NS was engaged in disaster response activities within the Afghan humanitarian crisis operation. The projects were put back on track and successfully completed.

The lessons learned from the recent experience include:

- The approach to programme planning in 2001-2002 was over-optimistic. Capacities of both the Federation and the PCRS were overestimated. Learning from this, disaster management programme planning for the coming two years will aim to be more realistic and achievable.
- The PRCS, especially its branches, still has a limited capacity to implement community level programmes, which underlines the need for more focus on capacity building in 2003-2004.

Humanitarian Values •

The overall goal for the programme was to bring about a change in the behaviour of people in the National Society, in private and public institutions and in the wider community by a greater dissemination of humanitarian values and of the Movement's fundamental principles.

Objective 1: New initiatives are developed to ensure greater understanding of humanitarian values and the Movement's fundamental principles within the National Society and the community.

Achievements: The promotion of humanitarian values was an integral part of key programmes of the National Society, such as community-based first aid, community-based disaster preparedness, and information activities, including all publications. Information on the Movement's fundamental principles and humanitarian values was included in all training sessions, such as first aid training in educational institutions and the business sector. This information was provided through the health activities and facilities of the National Society, including the new mobile and basic health units which were established during 2002 to provide basic curative and preventive health services to Afghan refugees in Pakistan. The PRCS organized a number of events to mark the celebrations of the World Red Cross and Red Crescent Day ranging from a speech and drawing competition among school children to a free medical camp in a Kutchi Abadi on the outskirts of Islamabad housing mainly Afghan refugees, in which the fundamental principles and humanitarian values were key core components.

A communication strategy was formulated as part of the strategic plan of the National Society. The policy will serve as a basis for providing clarity and direction for communications activities of the PRCS at national, provincial and district levels. It will ensure consistency in decision making throughout the PRCS as well as defining the boundaries for the conduct of staff members of the PRCS.

General public and private authorities gained additional knowledge about the Movement, fundamental principles and international humanitarian laws. More people, within and outside of the Red Crescent know about RC/RC Movement and have a better understanding of humanitarian values.

Constraints: More needs to be done to spread the message of the power of humanity in order to bring about a change in the behaviour of people, increase tolerance, mutual understanding and respect for human beings. The National Society recognizes the need to have a more focused approach to this work and to profile and project these issues in depth and more widely. In 2003, the PRCS will continue to build on its dissemination and information capacity and develop promotional initiatives aimed at building a culture of non-violence in the resolution of differences in the community. Basic information on the fundamental principles and humanitarian values is now included in all training, but this will be further expanded and developed during 2003.

Objective 2: Increased the profile and image of the National Society is further increased as a countrywide humanitarian organization.

Achievements: The information unit of the PRCS, consisting of an information officer and an information assistant, increased the coverage and profile of the NS as a key humanitarian player. Over the last year, a brochure on the activities/programmes of the PRCS was prepared in the local languages and distributed to the general public through the provincial branches. A number of events/press -briefings were held to raise the understanding of the mission and role of the Federation and the National Society. As part of the image building initiative of the PRCS, a poster campaign on fundamental principles and volunteers was carried out across the country.

The PRCS launched the Federation's *World Disaster Report 2002* before journalists, diplomats and representatives from government, partner organizations and NGOs. Within the global campaign to reduce HIV/AIDS related stigmatization and discrimination, the PRCS launched a new initiative aiming to train volunteers on attending to patients with HIV/AIDS. In parallel, information and public awareness campaign were ongoing throughout the year in partnership with the national AIDS programme. The PRCS held an advocacy campaign at the national level to highlight World First Aid day by organizing a CBFA competition and drama shows among school and college students. A Pakistani TV celebrity was a chief guest of the event and was nominated as the honorary first aid ambassador of the National Society. Representatives from different international and national agencies attended the celebrations, which were broadly covered by the national media. A one to two minute TV spot on fighting against the HIV/AIDS stigmatization was produced and was telecast on the national and a few other private TV channels. The PRCS produced a pocket calendar with messages on HIV/AIDS. Additionally, leaflets on HIV/AIDS were printed in Urdu and English.

In addition to the HIV/AIDS slot mentioned above which was developed for national television, there was an increase in the newspapers' coverage of activities of the PRCS. Meetings and workshops are regularly listed in the "What's On" column of one of the English dailies, and this is now followed up with a report and photograph on the event itself. For example, there was television and newspaper coverage of the National Society's response to the northern areas earthquakes, and also about the establishment of the societies for awareness and blood safety (SABS), which was launched by the federal minister of education with good press coverage. The SABS involves groups of volunteer boys and girls from around 100 educational institutions from the federal capital area.

Articles on activities of the PRCS appeared in both the SARNHA newsletter and the South Asia regional newsletter. The National Society's website was upgraded and is now updated on a regular basis, giving key information about the work of the National Society in disasters and in everyday life, as well as information on the Movement's fundamental principles.

The PRCS continued to develop its monthly magazine, with the support of the ICRC, increasing its coverage of its activities at the provincial and district levels and the overall circulation. The contribution from branches and departments pertaining to publicity materials increased. The number of pages in the monthly magazine doubled and a wider range of activities of the National Society are featured in the magazine. The magazine provides health or first aid information messages and as an

advocacy role as well as reporting the activities and events. The magazine continued to be supported financially by the ICRC.

Various governmental departments are more aware of the presence and activities of the National Society as a result of the Afghan crisis and of the response of the PRCS to the earthquakes in the northern areas in November 2002.

The visibility of the National Society rose through increased media coverage of its events and activities of the Red Crescent. As a result, beneficiaries and the general public have a better understanding of the operations of the PRCS, its mission and objectives. Advocacy campaigns are aimed to reduce HIV/AIDS related stigmatization and discrimination. The PRCS managed to underline the importance of first aid skills dissemination in the communities and a significant role of mitigation and preparedness through raising awareness.

Constraints: This was the first year that a humanitarian values programme was included in the action plans of the National Society, although many of the activities described above were already being implemented through the existing activities. The 2002 country appeal represented a genuine effort to address humanitarian values in a coordinated way. Thus the overall goal to bring about a change in the behaviour of people in the National Society, in private, public institutions and in the wider community through dissemination of humanitarian values and the Movement's fundamental principles, began to be addressed. The National Society fully recognizes while this is a good start, the momentum needs to be maintained over some years to actually bring about a better and broader behaviour change within the country as a whole.

As with other programmes, this one was somewhat surpassed by the fact that the National Society, at least in the headquarters and two of the provincial branches, was preoccupied for all of the year with operations relating to the ongoing Afghan humanitarian crisis. While in some ways this presented an opportunity for increasing humanitarian values activities, at the same time limited capacity was a factor in slowing down progress in this regard.

The information component of the former DCU was reviewed within the overall context of the joint evaluation of the Federation and the ICRC undertaken in May/June of 2002 and a comprehensive analysis of the strengths, weaknesses, opportunities and threats relating to the image-building aspects of the work of the National Society was undertaken. From this review, there is already a good effort to integrate humanitarian values messages and elements into all existing activities, but from a strategic point of view still more can be done in terms of marketing and communication to further position the National Society in a higher profile within the country. The DCU recommendations formed the basis for the 2003 country appeal and for the trilateral agreement between the NS, the Federation and the ICRC. There is work to be done to increase the inputs from the branches to all publicity materials. It is recognized that often personnel are very keen to disseminate this information but do not necessarily know how to present material for articles for publication in the media. To this end, a training workshop is scheduled for 2003 to train personnel from the provincial branches in the practical aspects of information and communication work.

Health and Care •

The overall goal of the health programme was to strengthen the integrated approach across all the society's programmes to improve the health of the vulnerable people through community participation. The programme had three components: health management and promotion (through the CBFA approach), reproductive health services, and a safe blood donor project. Support for the health and care programme was provided by Swedish Red Cross, DFID and the Federation's global appeal for polio, as Pakistan was a priority country for the polio eradication campaign.

The long-term goal of the health management and promotion project was to ensure a trained first aider in every home. The project had three immediate objectives:

Objective 1: The health management capacity at national headquarters is reorganized, including the establishment of an integrated approach to the health programme of the National Society.

Achievements: The process of reorganization of the health management capacity at the national headquarters of the PRCS and the development of a strategy for an integrated approach to its health programmes commenced in 2002. In particular, the scope of the position of the deputy director health was broadened to include training and a new deputy director (health and training) was promoted from within the National Society, with considerable management and training experience as the former head of the national training and resource centre. Additionally, a health and training officer was recruited for the provincial branch in Punjab; in Baluchistan, the responsibilities for the training component of the programme were given to the existing branch health officer. Also, a health task force was established within the National Society in early 2002 and meets regularly to discuss activities and plans.

The change in the health team of the PRCS resulted in a noticeable increase in health planning and management capacity. For example there was an increase in communication and meetings with the National Society and more communication between the Federation and the counterparts of the PRCS. The health task force helped establish closer links with the provincial branches. Through CBDP, first aid and community-based first aid courses are being conducted and the polio eradication activities will be integrated into the overall health and care programme in 2003.

An overall strategic vision for the direction and focus of the health programme, and for 2003-2004, this will focus on two projects. The first providing the essential basic health services to the community, including HIV/AIDS, reproductive health and community-based first aid. The second project will focus on the need to strengthen health programme management and implementation capacities, which includes the key role of training and will focus on two district branches within each province, in order to make the links with branch development by using health as the entry point. These two projects cannot be considered as separate entities as they are interdependent and endeavour to make the wider links with other core activities of the society.

Constraints: The development of an integrated approach to the society's health programme was fed into the planning process for the 2003-2004 appeal. Establishment of a health infrastructure, such as policies, procedures, and management capacity will support integration of programmes at operational and strategic levels. At the same time it should be noted that integration can only be fully achieved in conjunction with the overall review of the society's constitution.

Objective 2: The national training and resource centre (NTRC) is developed and further strengthened.

Achievements:

- The health management capacity of the PRCS was further strengthened by recruitment of four senior training officers.
- The NTRC, established in the last year in response to an ever-increasing demand for first aid training, was refurbished to improve the facilities and increase the capacity of the centre, and further training materials were purchased. Additionally, a health and training centre was established in Punjab province.
- A refresher training for all first aid train volunteers of the National Society was organized in March 2002.

- In total, 28 first aid training courses were completed in 2002 for 462 individuals, which brings the total number of people trained since 2000 to 2,073. Trainees included police officers, students, office workers and personnel from the business sector. The income generated from this training was put back into the programme, so while the centre cannot be completely self-sufficient for its needs, at least some costs will be covered by the programme itself. These activities were achieved with key financial support from the Swedish Red Cross.

These activities increased the capacity of the PRCS to effectively manage resources and measure impact of resource allocation. Investment into the human resource development is central to the quality and impact of the society's services. Improving the health condition of vulnerable communities is the priority of the National Society at all levels.

Constraints: Providing basic health care, particularly in rural areas, continues to be a major challenge to the PRCS. However, it is concentrating on investing in existing human resources to provide the best support possible.

Objective 3: By using the CBFA approach, strategic health promotion is strengthened.

Achievements: The National Society worked to increase health promotion activities in all the branches and all its health facilities using the CBFA model. The Sindh provincial branch is establishing a training centre, and a branch health and training officer will soon be appointed. Two provincial branch health officers in the northwest frontier province and Balochistan are in place and two training officers in Punjab and Baluchistan are working. In this year, 22 individuals received a ToT training on CBFA. To date, the National Society has a total of 60 CBFA trainers.

In the Punjab provincial headquarters, CBFA training was conducted in the district of Pind Dadan Khan, with 65 men and 56 women attending the training course. Also, CBFA training was carried out in Makarwal, District of Mianwali, with 31 persons attending.

In Baluchistan 3,026 people were trained in community-based first aid by the mobile health units. All of the trainees were village community members and volunteers who assisted the teams in their work.

The NRTC of the PRCS edited the Federation's community-based first aid training manual, which was then translated into Urdu and distributed to the staff members and volunteers of the Red Crescent.

The CBFA training made a significant contribution to reducing health vulnerabilities in the country. By promoting basic health education and first aid, the community has more capacity to deal with day-to-day incidents as well as more serious challenges.

Reproductive health services project

The overall goal of reproductive health services project was to improve the health of the target population through a strengthened and coordinated approach to reproductive health services. The project had four immediate objectives:

Objective 1: An increased utilization of the reproductive health and the mother child health (MCH) services in existing health facilities of the PRCS by an increased number of beneficiaries.

Achievements: The reproductive health and MCH information and services were provided throughout the National Society's basic and mobile health units. In Balochistan province, mobile health units delivered community education on CBFA, family planning, hepatitis B and HIV/AIDS. This information was delivered to approximately 30,000 individuals. An increasing number of women and children utilize the reproductive health and MCH services offered by the PRCS health outlets.

Constraints: One priority for 2003 is the National Society's commitment to scaling-up HIV/AIDS activities and linking this with the recruitment and retention of non-remunerated blood donors. This will be the inclusion of an HIV/AIDS component in all training and health education provided. It is recognized much is to be done both inside the National Society and within the wider community to address this issue, but it is clear the government is becoming more committed and the enormity of the threat is becoming more widely understood. The PRCS is an active member of the newly established South Asia regional network for HIV/AIDS (SARNHA) and has named a focal person for HIV/AIDS-related matters.

Objective 2: An increased level of vaccination against preventable diseases is facilitated for children.

Achievements: For the second continuous year, the PRCS scaled up its polio eradication activities through its existing health facilities and activities. The PRCS participated, in partnership with the Government of Pakistan, the World Health Organization (WHO), the United Nations' International Children's Emergency Fund (UNICEF), Rotary International and other organizations, in community mobilization and administration of vaccines during national immunization days. The volunteers of the PRCS acted as motivators in the community, encouraging villagers to get their children vaccinated. The National Society served in the remote areas of Pakistan to help eradicate polio. In total, 362,871 children were provided with polio vaccination in the health outlets of the PRCS in 2002. The polio activities of the National Society were financially supported by the Federation's global polio appeal.

A meeting of the technical advisory group (TAG) for Pakistan and Afghanistan was held in Geneva in May 2002 to review the progress towards polio eradication. TAG was impressed by the progress evidenced by the suppression of early seasonal rise in cases in 2001, the first time witnessed in Pakistan, and the increasing geographic localization of the virus. There is a hope that with a major effort, polio transmission can be stopped in Pakistan soon. The PRCS achieved a high regard and profile within the partnership. Routine immunization of children was and continues to be one of the most effective procedures to reduce childhood mortality and morbidity.

Constraints: Although the project achieved a measured success during the last year, preventive care, including health education as well as ongoing vaccination against several illnesses such as measles, tetanus and polio, remains crucially important.

Objective 3: Promotion of preventive and basic curative services is increased through the mobile health units.

Achievements: The PRCS mobile health units based in Quetta (capital town of Baluchistan province), Mastung (around 60 kilometres south of Quetta), Nushki (around 200 kilometres west of Quetta) and Qila Saifullah (around 250 kilometres north-east of Quetta) provided outreach basic curative and preventive health care, together with ongoing nutritional surveillance, to drought-affected areas with no other access to health facilities.

Each team was headed by a female doctor, a real achievement in Baluchistan where it was difficult to recruit and retain female medical personnel for the rural areas. There was also a male and female health motivator, and a male dispenser, and a driver, who actively assisted with the programme. Each team served ten villages on a regular fortnightly basis. The population of the target areas was around 25,000 in total, and the teams provided basic health care to over 8,000 beneficiaries each month. Some 70 per cent of these beneficiaries were women and children, thus proving the need for the female doctor and motivator, despite the difficulties.

In 2002, the mobile health teams provided curative services to 57,586 patients, of which 13,152 patients in Quetta, 26,396 patients in Mastung, 5,894 patients in Nushki and 12,144 patients in Qila Saifullah. The number of beneficiaries varied from district to district and seasonally, according to the health and nutritional problems encountered. Most of the health burden was preventable and related to a lack of knowledge. Common health problems included diarrhoea, respiratory infection, malaria, parasitic infestations, and skin/eye infections, thus reinforcing the need to provide health education and promotion sessions to all sections of the community.

The teams participated, in coordination with the government, UN and other organizations, in community mobilization and administration of vaccines during national immunization days. The volunteers of the PRCS acted as motivators in the community by encouraging villagers to get their children vaccinated. During the reported period, a total of 61,482 children received the polio vaccination by mobile health teams in Baluchistan province. The medicines used by the teams were basic and in line with the standard essential drugs list.

The mobile health units of the PRCS allowed for a wide coverage of health services to some of the country's most vulnerable populations. The basic package of health services provided by the units primarily targeted women and children and focused services to address the top causes of morbidity and mortality. The mobile units played a vital part in reaching some of the poorest and most vulnerable people, who otherwise had no access to basic health care facilities. They provided a large impact in terms of covering those who are too far from the mainstream care structure.

Constraints: The most obvious challenge, apart from the daily difficulties of working in a very tough environment, was the ability to recruit and retain female doctors. Without female doctors, the programme would be nowhere as successful as it is, but the challenges of recruiting and retaining female doctors to work in remote areas remain. For this reason the Nushki MHU in particular was unable to assist as many beneficiaries as hoped, although the overall beneficiary numbers are still far in excess of what was planned, over 8,000 as opposed to 5,000. The second challenge was the operating environment. Baluchistan has a beautiful, but tough landscape and climate, being very cold in winter and very hot in summer. Apart from the main roads, other roads are just dirt or stony tracks, requiring a four-wheel drive vehicle to reach nearly all the programme villages. Flash floods and heavy mud added to the difficulties when there was rain and snow. The Nushki team in particular had several difficulties with driving in sandy desert areas, but it is good to note that the overall ability of the teams to undertake their work was not seriously curtailed.

The issue of sustainability of health programmes always arises. Indeed the provision of health services is inherently unsustainable in that qualified professional personnel and good quality medicines are required, as well as transport for mobile units. Nevertheless, given the huge health needs in the far-flung areas of the country and the harsh geographical conditions which require strong vehicles, a balance needs to be struck between the sustainability issue and the need to provide essential health services where no other organization or governmental agency is providing them. The issue of cost recovery within health activities was the focus for the start of a case study towards the end of 2002. This will be further developed during 2003 and an active effort will be made to investigate and develop better local resource mobilization for health programmes. Income generation from first aid and some limited cost recovery from health units are just two examples which the National Society is undertaking, but it is believed even in the current socio-economic context in Pakistan, there are possibilities for broadening the in-country donor and partner base for health activities.

Objective 4: Increase health education activities, including those for people attending clinics.

Achievements: The main focus of the PRCS mobile health units' work was on vital preventive health through education since most of the health problems were preventable, including diarrhoea,

respiratory, skin and eye infections. By doing so, the project addressed basic underlying causes of ill health within the communities it served. The principle beneficiaries were women and children. Although the health messages were basic, most of the information shared with the beneficiaries was new to them.

Some 65,419 people benefited from the health education and promotion activities of the mobile health teams in Quetta, in Mastung, in Noshki and in Qila Saifullah. Through basic health units, over 600 beneficiaries were reached. Health education sessions focused mainly on diarrhoea, diseases spread by flies, balanced diet, malaria, safety from heat, scabies and the benefits of polio vaccination.

In line with local tradition and culture, health education sessions were provided separately to males and females. The male health motivators focused efforts on teenage boys in the local schools and the older men in the village. The female motivator worked with all the women and children, prior to the doctor providing the consultations. In an effort to provide some motivation for actually changing behaviour once knowledge was imparted, simple hygiene items such as soap, nail cutters, muswags (local traditional toothbrush equivalents), and simple school materials were distributed to those attending the health education sessions.

Health education was one of the most important preventive health services. Each health team of the PRCS operated on the front-line of the ongoing health emergency in Pakistan and prevention was at a basic level, but health staff reported that simple messages on hygiene and other health issues were getting through, often preventing the situation from getting worse.

Constraints: Pakistan continues to face massive humanitarian needs and preventive care, including health education remains crucially important. In 2003-2004, the Red Crescent will continue to reduce the health vulnerability of communities, particularly women and children by providing regular health education, either in groups or individually. The drought is ongoing and so is the work of the mobile health teams of the PRCS. This experience, plus that of basic health units in both Baluchistan and NWFP formed the basis for additional health facilities to be provided to the Afghan refugee population and the local vulnerable population during the 2001-2002 Afghan humanitarian crisis. Most of the health activities which started as emergency operations will now be included into the ongoing planned work of the society and the 2003-2004 country appeal, as the needs have not diminished and the situation remains chronic.

Safe blood programme

The safe blood component of the health programme of the PRCS aimed to further raise safe blood awareness in the community through increased recruitment and retention of voluntary non-remunerated donors.

Objective 1: The number of voluntary non-remunerated blood donors at the blood donor centre of the PRCS is increased and mechanisms are devised for their retention.

Achievements/Constraints: After the first meeting of the regional safe blood working group, hosted by the PRCS in 2001, the National Society scaled up its activities and commitments to recruit and retain safe blood donors. However, the Federation's funding for this component of the health and care programme was not forthcoming and activities planned for 2002 were not implemented.

Organizational Development •

The overall goal for the organizational development (OD) programme was to achieve a coordinated organizational development strategy at all levels, unifying human resource, governance and management, finance, information and communications development, and integrating monitoring and

evaluation mechanisms. The programme included three projects: organizational development, finance development, and human resource development.

The goal of the organizational development project was to increase organizational capacity of the PRCS to deliver well-planned, managed, monitored and evaluated programmes, as defined in the Federation's strategy 2010. The project had four immediate objectives and was implemented in close consultation and coordination with the ICRC.

Objective 1: The role and activities of the development and cooperation unit (DCU) within the PRCS is reviewed and strengthened.

Achievements: A joint Federation/ICRC assessment of the development and cooperation unit of the PRCS was carried out. The unit was established at the beginning of 2000 both to provide strategic programme planning and direction for the National Society and to assist its provincial branches with programme implementation. The assessment team analyzed strengths, weaknesses, opportunities and threats of the programmes of the PRCS revealing the level of competence developed within its national and provincial headquarters in the fields that were facilitated directly or indirectly by the DCU. It assessed how the provincial branches of the PRCS and the national headquarters perceived the DCU integrated within the overall structure of the NS, and assessed the impact of the DCU interaction with the International Red Cross and Red Crescent Movement's partners considering the responses from both sides. Based on this analysis, the assessment team developed recommendations on improving services to the vulnerable across Pakistan.³

The assessment offered an integrated change management plan initiating substantial restructuring in the PRCS and turning the change strategy into reality at this crucial time for the society. It set the key tasks for the Movement to support the development and capacity building of the PRCS in conformity with the statutes of the Movement, the Federation's capacity building framework and the ten conditions for recognition of a National Society. The change management strategy requires long-term involvement. Consistency and sustainability are the key words.

Constraints: Through the DCU review, the PRCS initiated a review of itself, and laid a foundation to maintain and further enhance the positive momentum to modernize and upgrade. The leadership of the PRCS is committed to change. One example is the governing board's decision to mandate the implementation of the recommendations developed by the Federation/ICRC assessment team. However, delayed allocation of funds meant that implementation of the recommendations had to be carried forward to the year 2003. To ensure existing services to vulnerable communities at local levels across Pakistan result in greater effectiveness and impact, the change management plan will be implemented within a well-coordinated and set time-frame. During the next two years, the efforts of the PRCS will focus on areas of development work, which require immediate attention and capacity building support.

Objective 2: The National Society's constitution is revised in order to achieve uniformity at all levels.

Achievements: The revision of the constitution was one of the principle recommendations of the joint Federation/ICRC evaluation team and became a priority. In July 2002, an initial constitution revision workshop of the PRCS was held to discuss and agree upon a plan of action. Participants of the workshop included representatives from the provincial branches, senior management and the governing board representatives of the PRCS. By the end of the first workshop, all participants were committed to the change process and this workshop was a good start in achieving the goals.

³ A complete report of the joint Federation/ICRC review of the PRCS development and cooperation unit is available upon request.

At provincial levels a high powered constitution revision body revised provincial constitutions to bring them into a unified form. These revisions proved to be solid and comprehensive guidelines in finalizing the provincial and district chapters of the national constitution of the PRCS in the workshops that followed. One subsequent workshop was held in November 2002 with participation from all levels of the PRCS, another workshop will be held in January 2003 and then again in March 2003 to finalize and approve the changes to the existing constitution. The main aspects of the new constitution include the following:

- one constitution for the entire National Society with provisions for provincial and district branches;
- a unified vision, mission statement and clearly defined roles of governance and management;
- effective membership participation; and
- elective processes at all levels.

A revised constitution will be submitted to the joint commission of the Federation/ICRC on statutes of the NSs for feedback before adoption at the general assembly of the PRCS. The revision of the constitution is the first phase of a planned change process, which aims to deliver clear, unified and measurable outcomes in the overall management and programme capacity building within the National Society in order to improve its services to the country's vulnerable communities.

Constraints: The process to revise the constitution was an achievement of the internal change management process initiated in 2002. The constitution, adopted in 1947 and last revised in 1974, was reviewed in conformity with the Federation's global guidance on statutes of the National Society followed by an internal, participatory process with technical and legal expertise and assistance from the Federation and the ICRC. It is necessary to further build on the success, by moving forward towards conforming to the characteristics of a well-functioning NS. In order to consolidate the legal framework of the National Society, in 2003-2004 the PRCS, with the Federation's support and in coordination with the ICRC, will:

- develop and adopt the rules and procedures to ensure the correct implementation of the constitution of the PRCS and regulate the work of all bodies of the NS established by the constitution.
- advocate with the government on the adoption of a new national law on the emblem and on the Red Crescent in accordance with the new constitution.

Objective 3: Organizational structure of PRCS is standardized and coordination between the branches and the national headquarters is strengthened.

Achievements: The PRCS with the support of the Federation developed a plan of action for development of a new organizational structure at national headquarters and provincial branches level in line with the recommendations of the Federation/ICRC assessment team. A regular monthly planning and coordination meeting of the Federation's delegates and their respective counterparts at the national society were held in Islamabad.

The plan of action will enable the PRCS to successfully finalize the organizational restructuring of the National Society in line with the constitution and agreed procedures enabling a clear, straightforward and accountable governance and management. The regular meetings provided a good opportunity to review the progress against set objectives, discuss challenges, find solutions to identified constraints and further strengthen the cooperation mechanisms.

Based on the plan of action for the development of a new organizational structure of the PRCS, individual departments will now be established at the national headquarters level to service the core areas of the PRCS. A new organizational structure will be developed at the branch level with relevant staff members deployed to the key positions to in order to provide support for services at community and branch levels.

Objective 4: Work will begin on a long-term strategic development plan for the National Society.

Achievements: The PRCS established a multi-sectoral task force/planning committee to formulate methodology and design planning processes for the development of a long-term strategic developmental plan.

A national level planning workshop was held with participation from the provincial branches to discuss and draft the emerging strategic priorities for 2003 programmes and activities, as well as choices facing the National Society in Pakistan by incorporating:

- an analysis of the country's external environment and the main issues relating to vulnerability, socio-economic trends, and aid and the developmental environment;
- an analysis of the strengths, weaknesses, opportunities and threats in the external environment facing the PRCS as it aims to increase the effective delivery of its mandates of humanitarian work;
- an analysis of the achievements of the National Society in its work to increase impact on vulnerability through its programmes, and
- the strategic objectives and agreed priority actions.

The preparation work carried out in 2002 will enable the PRCS to develop a five-year strategic development plan. The plan will help the PRCS achieve the society's vision and mission in collaboration with its partners.

Constraints: Groundwork was laid to finalize the results of a long-term development plan in 2003, which will ultimately lead to improved services through planned change at all levels. An actual formulation of the plan will be completed in 2003. An important precondition for this is that the National Society and its leadership maintain their current level of expertise and commitment to change.

Finance development project

The overall goal of the finance development project was to strengthen the society's financial management procedures, such as accounting, budgeting and reporting at national, provincial and district levels.

Objective 1: Improved and standardized financial procedures are developed at all levels throughout the society.

Achievements: Discussion on standardized budgeting, monitoring and reporting procedures and requirements between the Federation's delegation and the NS were ongoing throughout the year. The PRCS supported by the Federation developed a manual on standard finance management procedures. A finance management workshop on budgeting, monitoring and reporting was held for managers at the national levels in October 2002. Additionally, the finance officers of the PRCS participated in a meeting of regional finance directors held in Sri Lanka in late November 2002. Also a monthly tripartite finance group meeting was established, at which representatives of the NS, Federation and the ICRC met to monitor financial reporting, management and issues arising.

Progress was made in the financial management capacity building of the PRCS. The PRCS managers are now better able to manage the finances of the society, as noted in the improvement of its financial reporting over the last year.

Constraints: There are still difficulties in obtaining timely and necessary information and documentation from branches. Further efforts are needed to ensure the society has a sound financial management, budgeting, accounting system and effective financial resource mobilization strategies.

The managers of the PRCS at the national and provincial levels require additional training to have better knowledge and practice of financial management in order to establish an accountability for the use of funds and provide internal and external stakeholders with timely, accurate and transparent reports.

Objective 2: Computerization of financial management is introduced in planned phases at all levels.

Achievements: The PRCS computerized the financial system at the national headquarters level by installing durable and user friendly accounting software for its finance department, with the help of the Federation. The computerized accounting package will be a tool to provide internal and external stakeholders with timely, transparent and accurate financial data. Also, possible errors or misuse of funds will be minimized.

Constraints: The challenge now is to ensure improved financial reporting from the provincial branches that will ultimately lead to improved pace of cash flow between branches and headquarters. In order to achieve this, the efforts will now be focused on upgrading computer hardware at provincial headquarters and adopting standardized accounting software. The next step will be to train managers and accounts personnel at the provincial branch level in the software's use.

Objective 3: An internal audit function is developed.

Achievements: The PRCS developed an internal audit manual drawing on experience of other national societies in the region. The manual was approved by the management board of the PRCS. Attention was directed towards actual set up of the internal audit unit. A memorandum of understanding between the Federation and the PRCS was signed and the internal audit unit was then established by employing an internal auditor and an audit assistant at the national headquarters. The internal audit unit will increase effective management and key control practices at the PRCS.

Constraints: In 2003, the Federation will continue supporting salary costs of the internal audit unit of the PRCS and provide training to increase effectiveness of their work.

Human resource development

Objective 1: Increased skills and professionalism of staff members and volunteers.

Achievements: Various training was provided to staff members and volunteers of the PRCS through targeted visits to other national societies and resource organizations in the region. Namely:

- Five staff members of the national headquarters and provincial *banshees*, including a female doctor, attended a disaster management training in April in Delhi.
- A member of a provincial branch attended a disaster preparedness curriculum development workshop in Delhi.
- The chairman of the PRCS and a staff member attended a change management process workshop in Sri Lanka in March 2002.
- Three staff members of the PRCS visited the Nepalese Red Cross Society within the framework of the exchange programme in April 2002 to share experience and knowledge in the areas of disaster preparedness and organizational development.
- Two staff members of the national headquarters attended a better planning initiative (BPI) training in Sri Lanka in April. Another two representatives from the headquarters of the PRCS participated in a BPI workshop in December 2002 in Nepal.
- One doctor from national headquarters and one from the provincial headquarters of the PRCS attended a regional workshop on HIV/AIDS in Nepal in May.
- The information officer of the PRCS attended a workshop on information management in Delhi in April and later in the year, a regional meeting of information officers in Sri Lanka.

- The chairman and the secretary general of the PRCS visited the Red Cross Society of China in May.
- Two provincial staff members and a volunteer from a district branch visited Bangladesh in June 2002 to familiarize themselves with the cyclone preparedness programme of the Bangladesh Red Crescent Society.
- The secretary of the PRCS Sindh branch participated in the training of trainers on vulnerability and capacity assessment (VCA) in Italy in July 2002.
- The secretary general of the PRCS together with deputy secretary of the relief cell and two other representatives from the national headquarters participated in the regional disaster preparedness workshop in July 2002 in Sri Lanka.
- Two representatives from the national headquarters participated in a regional planning and reporting workshop organized by the Federation's regional delegation in October 2002 in Bangladesh.
- The secretary general of the PRCS attended the sixth Asia Pacific conference in November 2002 in the Philippines. The conference adopted a four-year action plan identifying the key areas the national societies of the region pledged to work on.
- The secretary general of the PRCS also participated in a global disaster preparedness workshop in December in Sudan. Later during the year, together with the secretaries of the branches of Sindh and Punjab, he participated in the South Asia regional branch development workshop in Sri Lanka.
- The PRCS also participated in the second meeting of the South Asia regional HIV/AIDS forum (SARNHA) in December 2002 in Bangladesh.

An additional 481 staff members and volunteers (85 of them women), benefited from training on first aid, disaster management, capacity assessment, dissemination and tracing, community-based first aid and the Red Cross/Red Crescent Movement, fundamental principles and humanitarian values provided by the national headquarters of the PRCS through 32 courses.

Training of this type, improved the technical competence of the staff members and volunteers of the PRCS enabling the society to carry out its programmes and services to the vulnerable. Study tours in sister societies facilitated knowledge sharing, learning from best practices and adapting them into the programmes of the National Society.

The society currently has some 891 paid staff members (133 on a temporary basis), 50,000 volunteers (nine per cent are female), and some 20,000 members nationwide (five per cent of which are female). In 2002, considerable human resource development began in the form of regular workshops and the participation of staff members and volunteers in training events through disaster preparedness, community-based first aid (CBFA), tracing and dissemination initiatives.

Work started on the development of a volunteers recruitment and management implementation plan. Next step is for the National Society to adopt the Federation's volunteer policy. Efforts will continue to increase the number of skilled and active Red Crescent youth and volunteers from within and outside vulnerable communities across the country leading to further democratization of the PRCS and more relevant programmes.

Constraints: Further efforts are needed to develop effective human resource mobilization, development and retention strategy for the society to increase skills and professionalism of its staff members and volunteers. This will be achieved by developing a comprehensive human resource development policy and standard procedures, and providing diversified and need-based training to its staff, members and volunteers in a systematic manner.

Objective 2: Gender equality and awareness is increased at all levels of the society's activities.

Achievements: A gender component was included in all training programmes of the National Society. Additionally, gender awareness training was provided for 18 staff members and volunteers of the PRCS at the national level in October 2002.

Gender awareness and equity are clearly visible at all levels of the programmes and activities of the National Society.

Coordination and Management •

The PRCS and the Federation worked in partnership with their sister organizations, the ICRC, as well as governmental authorities and United Nations' agencies as part of a coordinated effort to confront the humanitarian challenges of the country.

The National Society maintained good cooperation with all components of the International Red Cross and Red Crescent Movement, as well as governmental counterparts and organizations operating in the country. Since 2000, there was a tripartite working agreement between the PRCS, the ICRC and the Federation, which outlines the roles which the three components of the Movement undertake together concerning strengthening and developing the National Society. The specific focus of this support was directed towards the development and cooperation unit within the national headquarters, established three years ago to perform its three key roles of strategic planning for the development; implementation of programmes and activities, and of acting as the interface between the National Society and its partners.

Efforts were made to improve the dialogue with the government in order to strengthen the role of the NS as an auxiliary body to its humanitarian efforts. The National Society has good links with the Ministries of health and education, and governmental relief cells. The government provided free warehousing and a building for a basic health unit in Baluchistan and there were good relations with the commissionerate for Afghan refugees throughout the Afghan humanitarian crisis operation. More collaboration is now planned following the elections held in October 2002 and the need to further develop links with new governmental officials.

The PRCS maintained close links with other organizations and donors in the country such as UNFPA, the Canadian international development agency (CIDA) and the United Nations' High Commissioner for Refugees (UNHCR). The volunteer base of the Red Crescent Society was seen as a unique humanitarian force by many external institutions seeking partnerships. An example of this effective cooperation was seen over the past two years between the PRCS, UNICEF and WHO on the polio eradication campaign. Through effective programmes the Red Crescent was recognized as an effective partner in disaster response. The Federation and the PRCS meet regularly with UNHCR and its implementing agencies in Pakistan to coordinate assistance to Afghan refugees in the camps. Regular consultations were held with counterpart community agencies on the security and political situation in the country.

Conclusions •

In 2002 measurable progress was made to help the PRCS build the capacity to support the country's most vulnerable through better service delivery and advocacy in the four core areas and the three strategic directions of the Federation's Strategy 2010. The meaning of this success is substantial and is the way forward for further programming. The achievements of the year 2002 constitute a solid entry point for greater achievements in the year 2003. A strong foundation was created for the PRCS to maintain and further enhance the positive momentum to modernize, upgrade and prioritize.

Donor support of the activities within the framework of the appeal was good. The appeal was covered enabling the PRCS to alleviate suffering of the country's most vulnerable groups.

Humanitarian challenges in the country remain massive. Despite the high number of returns to Afghanistan, 1.5 million Afghans still remain in Pakistan⁴ and have needs to be met. Social and health indicators continue to be one of the worst in the region. Increased political instability limited the country's ability to attract foreign investment to enable growth and poverty reduction. Since gaining independence from Britain in 1947, Pakistan has come a long way in most of its macro and micro economic indicators, with all sectors registering manifold growth, but an increasing population has swallowed most of these gains and few benefits have trickled down to the masses. Thus the overall socio-economic trends in Pakistan remain a matter of concern, having adverse effects on increasing vulnerability for those with already reduced access to public services.

Therefore, there is a great need for well-targeted humanitarian programmes, underscoring the importance of supporting the development of a well-functioning, self-sustaining National Society able to provide timely, effective and efficient assistance to the affected sections of the population. The Federation will continue supporting its colleagues in the local National Society. Building a long-term, sustainable Red Crescent Society and programme is the essential strategic thrust of the Federation's activities. Where this capacity can be established, the vulnerability of communities is reduced, ordinary people are better able to prepare for and respond to disasters, and the difficult task of rehabilitation and restructuring after disasters is made easier.

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All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.

⁴ Source: UNHCR

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.28/2002 Pakistan
Period: year 2002
Project(s): PPK002, 003, 005, 160, 161, 165, 301, 402, 403
Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	448,471				
less					
Cash brought forward	329,203				
TOTAL ASSISTANCE SOUGHT	119,268				
<u>Contributions from Donors</u>					
American Government PRM (DGUSPRM)	200,000				200,000
American Government (DGUS)	37,440				37,440
Australian Government (DGAU)	84,086				84,086
Austrian Red Cross (DNAT)	5,695				5,695
Danish Red Cross (DNDK)	8,440				8,440
DFID - British Government (DFID)	12,500				12,500
ECHO/TPS/210/2001/17010 (DEPK02)	16,426				16,426
Japanese Red Cross (DNJP)	33,422				33,422
Monaco Red Cross (DNMC)	4,206				4,206
Norwegian Govt.via Norwegian Red Cro (DGNNO)	73,482				73,482
Norwegian Red Cross (DNNO)	8,165				8,165
Swedish Govt.via Swedish Red Cross (DGNSE)	177,100				177,100
Swedish Red Cross (DNSE)	16,100				16,100
TOTAL	677,062				677,062

II - Balance of funds

OPENING	329,203
CASH INCOME Rcv'd	677,062
CASH EXPENDITURE	-536,868

CASH BALANCE	469,396

Appeal No & title: 01.28/2002 Pakistan

Period: year 2002

Project(s): PPK002, 003, 005, 160, 161, 165, 301, 402, 403

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction		32,886			32,886	-32,886
Clothing & Textiles		24			24	-24
Food & Seeds						
Water & sanitation		21,796			21,796	-21,796
Medical & First Aid	39,500	3,463			3,463	36,037
Teaching materials		17,000			17,000	-17,000
Utensils & Tools						
Other relief supplies		1,510			1,510	-1,510
Sub-Total	39,500	76,678			76,678	-37,178
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles		152			152	-152
Computers & Telecom equip.	30,500	42,004			42,004	-11,504
Medical equipment	11,364					11,364
Other capital expenditures		19,067			19,067	-19,067
Sub-Total	41,864	61,223			61,223	-19,359
<u>TRANSPORT & STORAGE</u>	56,251	78,450			78,450	-22,199
Sub-Total	56,251	78,450			78,450	-22,199
<u>PERSONNEL</u>						
Personnel (delegates)		17,034			17,034	-17,034
Personnel (national staff)	119,631	127,598			127,598	-7,967
Sub-Total	119,631	144,632			144,632	-25,001
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	8,000	1,131			1,131	6,869
Travel & related expenses	16,600	16,929			16,929	-329
Information expenses	68,307	7,282			7,282	61,025
Admin./general expenses	454	39,233			39,233	-38,779
External workshops & Seminars	48,533	32,497			32,497	16,036
Sub-Total	141,894	97,072			97,072	44,822
<u>PROGRAMME SUPPORT</u>						
Programme management	30,240	36,197			36,197	-5,957
Technical services	9,052	10,837			10,837	-1,785
Professional services	10,039	12,022			12,022	-1,983
Sub-Total	49,331	59,056			59,056	-9,725
Operational provisions		19,758			19,758	-19,758
Transfers to National Societies						
TOTAL BUDGET	448,471	536,868			536,868	-88,397