

# 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

May 2002

*This Annual Report is intended for reporting on the Federation's Annual Appeals only.*

*Appeal No. 01.38/2001*

*Appeal Target: CHF 1,066,181 (USD 657,000 / EUR 729,000)*

### *Operational Developments*

The year 2001 witnessed a number of changes in Pakistan. Regional instability coupled with political, social and economic changes affected millions of people in the country and posed enormous humanitarian challenges.

The population of Pakistan in 2001 was estimated at some 140.5 million, with an annual growth rate of 2.1 per cent. The social situation in the country was marked by crushing poverty, excessively high unemployment rates, and rising prices. Despite ongoing efforts by the government to address corruption and to increase revenues, Pakistan's economy remained sluggish. Living standards plummeted, and daily survival remained an unremitting struggle for the most vulnerable groups in the population. Life expectancy stood at 63 years, with a high infant mortality rate of 88 per 1,000 (1998). The Human Development Index was at 0.508 (UNDP 1999). GNP per capita was estimated at US\$ 400 with a declining growth rate (5.7 per cent in 1995, an estimated 2.37 per cent in 1997). 54 per cent of children under the age of five were moderately malnourished and 13 per cent severely malnourished (Economic Survey, Government of Pakistan, June 2001). Health care and social welfare systems were severely affected by the economic situation. The country had 5,171 basic health units with 856 rural health centres. However, most health care was concentrated in urban areas where less than one third of Pakistan's population lived, and rural facilities were often badly understaffed and under-equipped.

The year 2001 saw dramatic changes in regional politics, although the military government of Pakistan itself remained unchanged and headed by the President/Chief Executive. The obvious changes related primarily to the situation in Afghanistan following the terrorist attacks in New York in September. The anticipated influx of a possible two million Afghan refugees into Pakistan did not materialize, mainly because the Pakistani government officially closed the borders except to small numbers of women, children and elderly people who were sick or wounded. With well over two million Afghan refugees already in the country, many of whom had been there for some 20 years, the government stated that it simply did not have the resources to support any more. There were also serious concerns about security. Porous borders meant that desperate refugees did manage to enter the country, although their numbers were in tens of thousands rather than millions.

Nevertheless, the situation did trigger a humanitarian crisis on the Pakistani side of the border, especially at the Chaman crossing in Baluchistan, the main exit route from Kandahar. The Federation/

Pakistan Red Crescent response to the extraordinary events is detailed in a separate report, through the Humanitarian Crisis Appeal. Wide-scale sectarian violence related to the Afghan situation also failed to materialize on the scale originally envisaged, and projected estimates spiraled downwards, particularly after the fall of Kabul, then Kandahar.

Over the year, communal violence rose as did conflicts over territorial claims between Pakistan and neighboring India. Tensions peaked between the two countries after the terrorist attack on the Indian parliament building in mid-December.

To compound its difficulties, Pakistan continued to experience widespread food shortages as a result of a drought that had begun in 2000. Baluchistan was severely affected, as was Cholistan in Punjab province. The government allocated significant additional resources for water utilization, collection and storage. In response to existing needs, the International Federation issued an appeal for the drought, which was successfully undertaken by the national society and all objectives were met. The appeal closed at the end of April 2001, although some activities continued over a longer period, with specific agreements for funding extensions. These activities included the mobile health project and drought monitoring teams in Baluchistan and the installation of 50 hand-pumps in Sindh province. A devastating earthquake in India also affected the Thar area in Sindh province in which 12 people were killed and 10,000 houses destroyed. An International Federation appeal enabled the national society to respond with the distribution of tents and blankets. Numerous subsequent earth tremors were felt, fortunately with only minor effects.

### ***Objectives, Achievements and Constraints***

The social and health situation throughout the country, together with efforts to protect the most vulnerable, provided a strong justification for well-targeted humanitarian programmes. The role of the Red Crescent Society of Pakistan (PRCS) dramatically increased. Over the year 2001, the Federation continued to concentrate its efforts on strengthening the capacity of the national society in order to provide a self-sustaining infrastructure of relief and health assistance. The programmes focused on the need to provide relief assistance to the most vulnerable, and at the same time further encouraged self-sufficiency among vulnerable groups and the national society, as the Federation's emphasis shifted towards the development of working structures and systems as well as ensuring quality of service.

### ***Disaster Response***

***Objective 1*** To establish well-equipped operational cells (at national headquarters and at four provincial headquarters) to coordinate disasters and provide emergency relief.

***Objective 2*** To develop regular standardized reporting and feedback systems and make them operational.

***Objective 3*** To prepare and distribute a video to provincial and district branches for emergency training purposes.

***Objective 4*** To establish an emergency relief and rehabilitation fund (ERRF) at national headquarters and four provincial headquarters.

The disaster response (DR) programme defined by these objectives was merged with the disaster preparedness (DP) component of the appeal, to make the best use of human and financial resources and to reflect operational priorities in 2001. All details on this programme, are therefore given in the next section.

## ***Disaster Preparedness***

Objectives stated in the 2001 Appeal were as follows:

***Objective 1*** To establish a comprehensive disaster preparedness policy for the Pakistan Red Crescent Society (PRCS).

***Objective 2*** To conduct vulnerability and capacity assessments (VCA) in key hazard-prone areas.

***Objective 3*** To integrate the society's disaster preparedness and response mechanisms to maximize resources.

***Objective 4*** To enhance the capacities of vulnerable communities.

As explained above, the DR and DP programmes were amalgamated and the objectives and activities reviewed. The overall goal of the programme remained similar to the original one, namely to improve the ability of PRCS to respond to disasters and to enhance the capacity of vulnerable communities to prepare for and mitigate their effects. With the financial assistance of the British Department for International Development (DFID), a series of introductory workshops was organized for PRCS staff both at the headquarters and in the regions to facilitate a greater understanding of the nature of hazards and risks in the community, of the people most likely to be effected, and of the resources available to reduce risk. Initial efforts were made to support the national society in the planning and implementation of a vulnerability and capacity assessment, and in the development of regional risk, resource and response plans. There were three objectives for the revised programme:

***Objective 1*** To undertake a comprehensive assessment of PRCS DP/DR capacities and resources to provide a baseline for the development of policy.

***Achievements:*** An external consultant, experienced in institutional assessments was identified by the national society. Preparations began on the design of an information collection process and training of PRCS staff. PRCS provinces identified and communicated to national headquarters the hazard prone districts and their vulnerabilities. The provincial branches also identified staff members who could be trained in capacity assessment and who were able to work closely with the consultant.

***Objective 2*** To strengthen the capacity of one urban and four rural communities to reduce the impact of recurrent disasters.

***Achievements:*** Disaster management capacity (infrastructure and human resources) was strengthened at all levels in the national society, with disaster management cells established at national headquarters and in the three provinces (Punjab, Sindh and Baluchistan) involved in this programme. Computers, office furniture and fax machines were purchased for the newly formed cells. In addition, the national headquarters disaster management cell started to develop its Emergency Response Kit. A three-day national level Community Based Disaster Preparedness (CBDP) orientation workshop was held in Lahore for all district DP officers, assistant DP officers, provincial project officers and relevant branch secretaries. The objective of the workshop was to learn from the experience of each branch and develop a common approach to VCA and subsequent DP activities (including disaster mitigation). Similar courses were held for staff and community volunteers in all targeted provinces.

Following the training/workshops, structured vulnerability and capacity assessments were undertaken by staff and volunteers in all selected hazard-prone areas at district level, and pilot disaster preparedness and mitigation projects were designed primarily to strengthen self-support mechanisms. Communities were supported and encouraged to play an active role in making assessments and identifying their concerns, which mainly included water and sanitation problems in the villages. The sites were selected based on feasibility studies carried out by national society branches. While

preparing disaster mitigation projects, national society branches continued to provide first-aid training courses to the population at large (see *Health and Care* section).

A community-level DP component was introduced into the work of existing mobile health teams in Baluchistan with the aim of integrating mobile health units into community based disaster mitigation. A trainer joined the existing mobile health units (MHU), and was responsible for DP activities in the communities with support from the provincial disaster management cell. To date, the MHU teams have enlisted over 200 volunteers who were active participants of VCAs in selected communities.

The initial community response to the programme was very encouraging. In each targeted village, a community emergency committee was formed. Over 200 volunteers/life members were recruited so far. The disaster management cell members were actively engaged in branch support for the relief operation for Afghan refugees.

***Objective 3*** To establish and maintain a PRCS resource centre to compile and share information, and to advocate the PRCS position on disaster management issues.

***Achievements*** A national DP coordinator (Information Resource Centre) was recruited. Since then progress was made on the development of computer networking and the PRCS web site, which was updated with relevant DP/DR material. There was already a large amount of documentation related to the recent drought and earthquake operations, including the mobile health project in Baluchistan. Work began to identify the equipment required for the information resource centre. Regular contacts were maintained with external information sources, including the government, the UN, NGOs and the media.

***Constraints*** The DP initiatives were slow to get started in Pakistan mainly due to the society's workload with regard to emergency operations throughout the year. There were delays in receiving the disaster mitigation project proposals from the relevant branches. However, efforts were made to put the programme back on track as the national society saw its importance in bringing assistance to vulnerable groups. Furthermore, the society identified the need to shift its focus towards a more strategic approach to disaster management.

## ***Health and Care***

The Health and Care programme of the national society was sub-divided into two elements - Health Management and Promotion through Community Based First Aid and Reproductive Health Services. The overall long-term goal of the *Health Management and Promotion* programme was to have a trained First Aider in every home. The *Reproductive Health Services* component of the health programme aimed at improving the health of the target population through a strengthened and coordinated approach to reproductive health services. It was a credit to the national society that most of its health facilities were funded by its own income generation thus rendering it less dependent on external support, although this was still very much needed for further strengthening of the programme. The Federation provided financial assistance through the Appeal for two particular elements of this programme - mobile health in Baluchistan and polio eradication activities.

The *Mobile Health* project originated as part of the drought appeal which was launched during 2000. In the second half of 2001, additional funding was secured to continue with the activities and this project was integrated into the ongoing work of the national society. Moreover it formed the basis for an expansion of activities through the Afghan Humanitarian Crisis Appeal. The four existing teams were headed by a female doctor. Each team also had a male and female health motivator, and a male dispenser. As planned for 2001, two of the four provincial branches (Baluchistan and Punjab) had trained branch health and training officers. The provincial branch health and training officer was responsible for the monitoring of and support to the programme. The project recruited over 300 new

volunteers in village communities. Each team covered ten villages on a regular fortnightly basis, thereby reaching 40 villages and over 8,500 beneficiaries each month, well above the planned target of 5,000. The main focus of the work was on preventive health since most of the health problems in rural Baluchistan were preventable, including diarrhoea, respiratory, skin and eye infections. In addition, the teams undertook ongoing nutritional surveillance. While the teams saw a clear improvement in the health status of the target villages, confirmed by community members themselves and with a concomitant reduction in drug consumption, chronic malnutrition in under-fives remained fairly constant, reflecting the ongoing drought situation in the province and the poor overall socio-economic status of the population. All team members were trained trainers for community based first aid (CBFA) and incorporated CBFA messages into their health education sessions in all the villages.

The national society greatly increased its *Polio Eradication* activities during the year, and was an active partner with WHO and UNICEF. A national polio coordinator was appointed in 2001 and he worked closely with partners and the provincial branches. As a direct result of Pakistan Red Crescent action, over 200,000 children were mobilized for polio vaccination. More than 25 per cent of these were Afghan children, who had either come across the border recently due to the humanitarian crisis or who had been living in Pakistan for some time but who tended not to have access to government health services. In particular, the national society had a perceived comparative advantage in the areas of creating awareness and social mobilization, as well as in the actual administration of vaccines in its numerous health facilities.

There were three additional objectives:

***Objective 1*** To reorganize the health management capacity at national headquarters, including the establishment of an integrated approach to the national society's health programmes.

A deputy director for health was recruited. This position was created within the development and cooperation unit, which was itself established at the beginning of 2000 both to provide strategic programme planning and direction for the national society and to assist the branches with programme implementation. The deputy director for health visited all four provincial branches to gain an overview of the national society's activities, which were quite extensive.

***Objective 2*** To develop and further strengthen the national training and resource centre.

The national training and resource centre was refurbished to improve its facilities and to increase capacity, and further training materials were purchased. Six first-aid training courses were completed by the end of the year. The total number of people trained in 2001 stood at 1,076, compared with just 400 in the previous year. Trainees included well over 100 police officers, as well as students, office workers and personnel from the business sector. Additionally, four Training of Trainer courses were provided for 64 participants, as opposed to 42 participants in the previous year. As indicated above, one of these courses was for the personnel of the PRCS mobile health programme in Baluchistan province, so that all 16 personnel plus the provincial branch health officer became trained trainers.

***Objective 3*** To strengthen strategic health promotion, using the community based first aid approach.

The national society worked hard to increase health promotion activities in all the branches and all its health facilities using the CBFA model as the underlying approach. Some of this overlapped with the first-aid activities reported above, but it is important to note that elements of CBFA were included in all first-aid training, as were messages about HIV/AIDS. Of particular note was the work of the mobile health teams in Baluchistan province

### ***Organizational Development***

Progress in this key area of the programme was severely hampered by funding constraints, but some activities were achieved nonetheless.

### ***Institutional Development Project***

***Objective 1*** To review and strengthen the role and activities of the development and cooperation unit (DCU) within PRCS.

The development and cooperation unit was supported jointly by the Federation and the ICRC, under an annual tripartite agreement. There was a close and cooperative working relationship between all three partners, over and above the programme support which was given to the national society separately by the Federation and ICRC. A participatory midyear review of the DCU was undertaken. DCU members reported directly to the director of operations and there was no specific head for the DCU itself. The key points from the review were to: immediately complete all plans of action for the remainder of the year; ensure ongoing and regular monitoring of programmes and activities; prepare planning inputs for 2002, for both Federation and ICRC-supported activities; and undertake regular planning meetings and reviews. As indicated above in the section on Disaster Preparedness, the unit was further strengthened in the implementation of the expanded DP/DR programme. This enabled the national society to respond better to emergency situations. DCU personnel attended several national and regional workshops, sponsored by both the Federation and ICRC.

***Objective 2*** To revise the society's constitution to achieve uniformity at all levels.

As part of the process to achieve this objective the PRCS chairman, the acting secretary general and the legal adviser attended a constitution review workshop in Sri Lanka that was facilitated by the regional institutional development delegate.

***Objective 3*** To strengthen coordination between branches and national headquarters.

Coordination improved between the national headquarters and the branches throughout the year. The provincial branch secretaries met as a group on several occasions, and also participated at other workshops and meetings. Two DP workshops were held at national headquarters, in addition to reviews of the DCU and of the drought operation, at which all branch secretaries, provincial programme officers and DCU personnel were present. Such workshops provided an extra opportunity for coordination and planning between the branch secretaries. Moreover, emergency operations throughout the year (there were four international appeals affecting all four provincial branches at one time or another) further encouraged an atmosphere of coordination and cooperation.

***Objective 4*** To strengthen the district branch network and develop its capacity .

Branch development was addressed through the various emergency operations, such as those for the drought and earthquake in the first half of the year, and later for the Afghan humanitarian crisis. Elements of branch development were included in all emergency operations planning, especially in Baluchistan, where branch capacity had previously been minimal.

### ***Finance Development Project***

***Objective 1*** To develop improved and standardized financial procedures at all levels throughout the society.

***Objective 2*** To introduce computerization of financial management in planned phases at all levels.

***Objective 3*** To develop an internal audit function.

The overall goal here was to strengthen the society's financial management procedures at national, provincial and district levels. There was a marked improvement in financial reporting from the national society this year, although there were still difficulties in obtaining the timely and necessary information and documentation from branches. One major area of progress was the establishment of a monthly tripartite finance group meeting, at which representatives of the national society, the Federation and the ICRC met to monitor financial reporting, management and issues. Planning was finalized to support the national society with the installation of durable and user friendly accounting software for its finance department.

### ***Human Resource Development Project***

The overall goal was to develop effective human resource mobilization strategies for the society.

***Objective 1*** To increase the skills and professionalism of staff and volunteers.

***Objective 2*** To formulate and implement a comprehensive human resource development strategy for staff, volunteers and members.

***Objective 3*** To increase gender equity and awareness at all levels of the society's activities.

Five members of the society attended a regional human resource development (HRD) workshop in Nepal with other national societies to develop common minimum norms and practices in HRD across the region. The following recommendations were submitted to the management of the national society:

- the adoption of a clear and common HRD policy at national level in PRCS that would entail common standards in the national headquarters and all branches as well as at all levels;
- the appointment of a national HRD manager to bring all the systems and procedures of the society into conformity;
- training courses at all levels to advise staff and key volunteers of the new HRD systems once adopted, and
- the adoption in PRCS of volunteering and gender policies respectively in accordance with the Federation's guidelines in these areas.

### ***Finance Resource Development Project***

The overall goal was to develop effective financial resource mobilization strategies for the society.

***Objective 1*** To generate dependable and permanent financial resources for the society's programmes.

***Objective 2*** To diversify the funding base and maximize sources of income.

***Objective 3*** To review existing programmes and strengthen their sustainability plans.

***Objective 4*** To maximize community participation at all levels.

The Federation was unable to support the national society with finance resource development in 2001, due to other operational demands on both the national society itself and on the Federation's regional delegation.

### ***Information Development Project***

The overall goal for the project was to create an even higher profile for the PRCS, with a credible image as an effective humanitarian organization among the general populace.

**Objective 1** To increase the PRCS's communications and public relations management capacity.

**Objective 2** To improve the PRCS's internal communications and reporting mechanisms.

**Objective 3** To develop strategic partnerships with national and local media.

**Objective 4** To expand PRCS marketing/advertising activities.

**Objective 5** To develop a publication strategy for publicity materials.

A new information officer was recruited to the DCU at the start of the year and she immediately began to increase the level of media coverage that the PRCS had received until then. In addition, the monthly magazine (funded by the ICRC) continued to develop in quality and content. The information officer and the Punjab provincial programme officer attended the joint Federation/ICRC information workshop in Delhi and were excellent ambassadors for their national society. Information capacity was further strengthened with the recruitment of an information assistant. The coverage and profile of the national society as a key humanitarian player was greatly increased during the year, both through emergency operations and the ongoing planned activities. A database of media contacts was established. ICRC supported the national society with the development and production of calendars and greetings cards, which were on sale in several local retail outlets in Islamabad.

### ***Coordination and Management***

Throughout the year the Federation continued to maintain an effective working relationship with its partners both at the headquarters level and in the field. Special attention was given to exchanging strategic information with the donor and counterpart agency community. The Federation attended interagency coordination meetings and regular consultations were carried out with local government representatives. The Federation and the national society were active participants in the planning efforts in response to the drought, earthquake, flash floods and to the humanitarian crisis in the region in the aftermath of the 11 September events. The nature of the Federation's operation and the target of the beneficiary groups and districts were coordinated with the government authorities and other NGOs operating in the country.

### ***Conclusions***

Projects in 2001 met with measured success in their efforts to encourage self-sufficiency among the vulnerable groups, and integrating the development component with relief activities. Nevertheless, success achieved was substantial. The Pakistan Appeal achieved around 60 per cent of its target for 2001, as compared with only 4 per cent the previous year. This was greatly helped by full funding for the integrated DP/DR programme as part of the DFID disaster preparedness initiative for south Asia, and also with ECHO funds for the mobile health project and funds from the Federation's Global Appeal for polio eradication activities. The Swedish Red Cross also provided support for the health programme. In addition to this appeal, there were international appeals for the drought (ongoing from 2000), earthquake and humanitarian crisis, as well as DREF funding for flash floods in midyear. However, the main shortfall was in funding for institutional development which was essential to underpin programme activities.

Development work was hampered as the lion's share of PRCS/Federation resources was diverted to major emergencies. The workload of the PRCS/Federation inevitably increased and staff numbers were insufficient for the implementation of all projected activities. The capacity of the PRCS was tested in numerous ways and both the PRCS and the Federation became aware of certain areas requiring improvements.

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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>.*

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**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES**

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**Appeal No & title: 01.38/2001 Pakistan**  
**Period: year 2001**  
**Project(s): PK001, PK002, PK003, PK160, PK165**  
**Currency: CHF**

**I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES**

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions		Goods/Services	Personnel	
Appeal budget	1,066,181				
less Cash brought forward	41,872				
<b>TOTAL ASSISTANCE SOUGHT</b>	<b>1,024,309</b>				
<u>Contributions from Donors</u>					
Canada Government	9,736				9,736
DFID - British Government (DFID)	50,000				50,000
DFID - British Government (DFID)	187,160				187,160
DFID - British Government (DFID)	9,695				9,695
DFID - British Government (DFID)	15,000				15,000
Swedish Government	59,344				59,344
Swedish Red Cross	21,063				21,063
<b>TOTAL</b>	<b>351,997</b>				<b>351,997</b>

**II - Balance of funds**

Opening balance	41,872
CASH INCOME Rcv'd	351,997
CASH EXPENDITURE	-64,666
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<b>CASH BALANCE</b>	<b>329,203</b>

**Appeal No & title: 01.38/2001 Pakistan**

Period: year 2001

Project(s): PK001, PK002, PK003, PK160, PK165

Currency: CHF

**III - Budget analysis / Breakdown of expenditures**

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<b>SUPPLIES</b>						
Shelter & Construction	19,858					19,858
Clothing & Textiles						
Food/Seeds						
Water						
Medical & First Aid	9,103	564			564	8,539
Teaching materials						
Utensils & Tools						
Other relief supplies						
<b>Sub-Total</b>	<b>28,961</b>	<b>564</b>			<b>564</b>	<b>28,397</b>
<b>CAPITAL EXPENSES</b>						
Land & Buildings	14,275					14,275
Vehicles	97,030					97,030
Computers & Telecom equip.	54,140	3,110			3,110	51,030
Medical equipment	20,015	8,289			8,289	11,726
Other capital expenditures	16,088	5,009			5,009	11,078
<b>Sub-Total</b>	<b>201,548</b>	<b>16,409</b>			<b>16,409</b>	<b>185,139</b>
<b>TRANSPORT &amp; STORAGE</b>						
	16,617	290			290	16,327
<b>Sub-Total</b>	<b>16,617</b>	<b>290</b>			<b>290</b>	<b>16,327</b>
<b>PERSONNEL</b>						
Personnel (delegates)	11,760	835			835	10,925
Personnel (local staff)	486,924	33,444			33,444	453,480
Training						
<b>Sub-Total</b>	<b>498,684</b>	<b>34,279</b>			<b>34,279</b>	<b>464,405</b>
<b>GENERAL &amp; ADMINISTRATION</b>						
Assessment/Monitoring/experts	40,976	309			309	40,667
Travel & related expenses	21,087	2,980			2,980	18,107
Information expenses	61,571	5,469			5,469	56,102
Administrative expenses	51,089	9,689			9,689	41,401
External workshops & Seminars	28,368					28,368
<b>Sub-Total</b>	<b>203,092</b>	<b>18,447</b>			<b>18,447</b>	<b>184,645</b>
<b>PROGRAMME SUPPORT</b>						
Programme management	71,893	4,501			4,501	67,392
Technical services	21,521	1,348			1,348	20,173
Professional services	23,866	1,495			1,495	22,372
<b>Sub-Total</b>	<b>117,280</b>	<b>7,343</b>			<b>7,343</b>	<b>109,937</b>
Operational provisions		-12,666			-12,666	12,666
Transfers to National Societies						
<b>TOTAL BUDGET</b>	<b>1,066,181</b>	<b>64,666</b>			<b>64,666</b>	<b>1,001,515</b>