

PROGRAMME UPDATE



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

Date 26 December 2003

Appeal No. 01.56/2003

Appeal Target: 2,784,097

Programme Update No. 2;

Period covered: June to November, 2003

The Federation's mission is to improve the lives of vulnerable people by mobilising the power of humanity. It is the world's largest humanitarian organisation and its millions of volunteers are active in over 180 countries.

For more information: www.ifrc.org

In Brief

Appeal coverage: 65%; See attached Contributions List for details.

Outstanding needs: CHF 978,965

Related Emergency or Annual Appeals:NA

Programme Summary: All programmes have progressed during the reporting period, although there was some slow down in the implementation of activities. This is partly due to the need for further organisational development especially in the areas of human resource management and financial management.

Flood relief operations in July and August in Sindh and Balochistan provinces diverted some capacity away from planned activities, but at the same time it was clear that earlier progress in both disaster preparedness and health programmes increased the ability of these two provincial branches to respond to the disaster.

There are changes underway with regard to the governance of the national society. These have inevitably led to some operational delays. However it is hoped that the new managing board will meet before the end of the year.

On the strategic level, good progress is being made on the development of the national society's four-year development plan; the revised constitution is awaiting approval from the managing board; and the health and disaster management policies are at a draft stage. All these processes are being undertaken in a fully participatory manner.

There are some under-spends on the programmes due to the slowed implementation.

Operational Developments

Concerns about negative impacts on Pakistan relating to war in Iraq did not eventuate. While there have been various incidents in the last six months, there has been no overall deterioration in the security situation. Most incidents are linked to ongoing tribal tensions, cross-border smuggling and drugs operations, sectarian violence and/or anti-government elements. However, in Balochistan and the border areas the situation remains tense for a combination of reasons and security concerns were a major reason for handing over the water/sanitation project in Chaman to UNHCR earlier than the planned exit date.

The political process has been curtailed following the election of the current government a year ago. Disputes over the constitution have resulted in a slowing down of the parliamentary process. This and changes to local government functions have created delays in government administration and policy implementation.

The normalising of relations between India and Pakistan has continued, with the bus link re-established and the prospect of the resumption of air links in the near future.

The national society continued with its planned activities, but implementation has slowed in the past six months due in part to flood operations in the Sindh and Balochistan provinces.

Many institutional development processes such as the revision of the constitution, the recruitment of some key positions and the development of long-term plans, strategies and policies are ongoing but have been slowed by changes in governance of the national society. The reduced level of implementation has led to some under-spending.

As planned, the Federation delegation decreased in size in the second half of this year. The sub-delegation in Quetta closed at the end of September with the successful conclusion and handover of the water/sanitation project to a local non-government organisation, and the head of the sub-delegation and water/sanitation delegate left at the planned end of their respective contracts. The health delegate left as planned at the end of October, and health-related support to the national society will now be provided by a recently recruited health programme officer. This means that there are now two expatriate delegates - the head of delegation and the organisational development (OD)/disaster preparedness (DP) delegate, being the planned complement for 2004. Responsibility for disaster management support to the national society will now be handed from the OD/DP delegate to the Peshawar office manager, who also has extensive Federation experience in relief, logistics and finance/administration.

A close and cordial working relationship is maintained with the national society and also with ICRC.

1. Health and Care

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

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

Expected results

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

Progress/achievements

Strengthening of overall health management: The health policy drafted in April 2003 through a participatory approach has gone through several modifications and is now in the final draft after inputs received from branch health and training officers, provincial project officers and national society medical officers through a health network meeting held in September 2003. The health policy will be circulated to all health units as soon as the

managing board ratifies it. Apart from discussions on the health policy, other topics were on quality of services provided, strategic plans for first aid, reproductive health and HIV/AIDS. A few of the important issues relating to human resources, job descriptions and reporting lines are also being revised.

A strategy for integrating reproductive health with primary health care is underway and soon units providing only primary health care will incorporate a component of reproductive health as well.

The structure of the health department at the national headquarters was reviewed and it was decided to replace the polio coordinator position with a health programme coordinator. The main role of the health programme coordinator will be to ensure that the needs of the vulnerable, particularly women and children, are met through the existing units providing primary health care, by enhancing their capacity to include reproductive health. Irrespective of whether it is a basic health unit (BHU), a mobile health unit (MHU), a maternity and child health centre (MCH) or even a secondary care hospital, the services provided will ensure that this will help access to a "one window" unit.

Interviews have been conducted to replace two first aid senior trainers and as soon as the selection board is convened, the health department will have its full complement of staff. Job descriptions are being revised and clear reporting lines will ensure a smoother implementation of programmes and projects in 2004.

The health department now has internet facilities which has reduced the time involved in exchanging information with all stakeholders, as well as allowing the download of information.

Two district branches in each of four provinces will be strengthened or established, using health as the entry point: Despite considerable efforts to coordinate the development of district branches with ongoing health activities, there has been no further progress in this area. However recruitment of volunteers through health activities continues particularly in Balochistan where mobile health units are providing both preventive and curative care.

Establish/strengthen training centres at national and provincial level to provide first aid/community-based first aid (CBFA) / other community-based training as per Pakistan Red Crescent training policy: First aid training is being imparted by all centres to the police, while training for staff of multinationals and employees of various industrial units continues. Fees are charged for most of these trainings and the income generated helps support salaries of first aid trainers and other related expenses of the centres.

In order to ensure that the trainers have the latest information on first aid and learn from one another, refresher training for 11 first aid trainers (both staff and volunteers) was held at Islamabad in September.

The ICRC is hoping to support the training centres at national and branch level in 2004 and a proposal to enhance the capacity of these centres to meet the ever-increasing demand for quality first aid training is under preparation. Job descriptions for first aid officers with reporting lines and roles and responsibilities have been developed and gradually the first aid section, though falling under the overall health umbrella, will function independently.

CBFA continues to be a vital part of community-based disaster preparedness (CBDP). The CBFA book is extremely popular and is now under revision for printing of its second edition.

Linkages continue with the Family Planning Association of Pakistan, and staff and volunteers in Lahore, Karachi and Islamabad were trained or retrained as CBFA trainers. The final course was conducted at Islamabad in July. Pakistan Red Crescent provincial branch staff also participated in the training.

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

A total of 13 courses were conducted by the National Training and Resource Centre and 190 people (170 male and 20 female) were trained in first aid, while 128 people (125 male, three female) were trained by the Punjab training centre. Only eight people (five male, three female) were trained by the Sindh training centre, however they have committed to increase training numbers in the next few months. A full time first aid training officer, previously working at national headquarters, has been employed by the Sindh branch.

Negotiations with the Trust for Voluntary Organisations is under way, for training of approximately 1,100 members of various community-based organisations working throughout Pakistan in emergency first aid. The training will commence in 2004.

World First Aid Day was combined with the launch of the *2003 World Disasters Report*. This emphasised the role of first aid in disaster preparedness and once again the Pakistan Red Crescent Ambassador for First Aid, Ms. Laila Zuberi, a well-known TV artist, was the chief guest.

Greater sustainability of health programmes through increased local resource mobilisation: Income from first aid training courses in the private sector is expected to become a regular source of funds. With the increase of capacity to deliver quality first aid training, there is a realistic prospect of the centres becoming self-sustainable and being able to support the CBFA programme targeting vulnerable communities.

Income which is generated through fees charged by the basic health units is insufficient to cover any major expenses of the health unit; however it is a start and further possibilities are being explored in coordination with the fundraising manager.

Contraceptives are procured at nominal cost from the Ministry of Population Welfare (MoPW) and distributed by national society units providing family planning. The MoPW regional training institutes provide training to Pakistan Red Crescent health staff in family planning/reproductive health free of cost; however other costs of participants are covered through donor funds.

Increased partnerships in relevant sectors of health with other organisations and government departments in Pakistan: The Pakistan Red Crescent continues to be an active partner in the polio eradication initiative and works closely with UNICEF in supplying social mobilisation material for the ongoing campaigns. It has explored avenues for collaboration with UNICEF in developing a children’s book in Urdu on first aid and this is likely to take place in 2004.

The national society is a member of the UNAIDS Theme Group and has produced social mobilisation materials, such as leaflets, posters and banners, for the polio eradication initiative in close collaboration with UNICEF. It hopes to develop further linkages with all UN agencies working in Pakistan through first aid training.

AMAL, an NGO working in the area of HIV/ AIDS is undertaking sensitisation of national society staff on all aspects of HIV/AIDS but with a special focus on stigma reduction and discrimination. New Light, an NGO working with HIV-positive people, has been identified for collaborative activities once the Pakistan Red Crescent’s voluntary counselling and testing pilot project is implemented.

Collaboration with the Ministry of Population Welfare for providing training in family planning and reproductive health services to Pakistan Red Crescent health staff is underway.

Provision of basic curative and preventive health in existing health facilities, with external support for Balochistan/North West Frontier Province health units: The three basic health units (BHUs) in Chaman, Quetta and Muhammad Khel and three mobile health units (MHUs) at Quetta, Mastung and Qila Saifullah in Balochistan are conducting activities according to plan. From July to September 2003, the BHUs in Balochistan provided basic health care to a total of 25,837 beneficiaries. Ten per cent of these beneficiaries also received health education on various aspects of hygiene, sanitation and the prevention of communicable diseases. A total of 19,426 people living in the remote areas of Balochistan benefitted from the visits of the mobile health unit teams who continue to address the problems of local communities and refugees through health education, CBFA training and general health care.

In the North West Frontier Province (NWFP) 3,702 patients attended the BHU in Torkham, which lies very close to the Pakistan-Afghanistan border. Ninety per cent of the patients are women and children and many of these cross over from Afghanistan to attend the clinic.

The MHU in Peshawar serves two sites in the sub-urban areas of Peshawar and provides basic curative and preventive health to Afghan and local populations. A total of 5,478 patients attended the MHU during the period under report (2,096 women, 453 men and 2,929 children).

Male and female motivators in all the MHUs (Balochistan and NWFP) impart health education on a variety of topics including motivational talks on polio vaccination and the expanded programme of immunisation (EPI) and also training sessions on first aid.

The process of procuring medicines for all these units is under way and requests from the health teams for the provision of specific medicines for hypertension and diabetes will also be met. Hygiene kits are not being provided, as sufficient kits had been given to beneficiaries in the past and it was considered more beneficial to provide basic medicines for them.

The health programme coordinator undertook monitoring visits in Balochistan and NWFP and the services being provided by the units were found to be satisfactory. The MHUs usually operate either in rented premises or those provided by local communities while the BHUs have permanent buildings. However, the BHU at Muhammad Khel functions in tents in the refugee camp and is expected to shift to constructed premises in the camp complex by the end of this year.

Increased provision of reproductive health services in existing health facilities: The Pakistan Red Crescent strategic plan for reproductive health focuses on the adoption and reiteration of the World Health Organisation's definition of reproductive health and will ensure that health care services are appropriate for the complete life span of both males and females.

A random needs assessment regarding provision of reproductive health services by various national society units providing primary health care was undertaken by the health programme coordinator. Units visited were in the provinces of Punjab, Sindh, Balochistan and NWFP.

Subsequently a plan for training the staff of Pakistan Red Crescent service outlets was prepared in consultation with branch secretaries and branch health officers. This training will be conducted by the regional training institutes of

the MoPW. The ministry will also provide contraceptives at nominal cost and information, education and communication (IEC) materials for distribution in all primary health care units free of cost.

Increased health education and awareness, using CBFA as the basic approach: Balochistan continues to impart CBFA training through its health outlets. CBFA is also an integral part of the community-based disaster preparedness programme and an effort is being made to ensure that all volunteers working in these programmes are given training in first aid.

The Pakistan Red Crescent Society (PRCS) is recognised as a key player in the prevention of the spread of HIV/AIDS: The HIV/AIDS strategy plan is still in draft form and needs further inputs from other stakeholders. The national society is in the process of setting up a voluntary counselling and testing (VCT) centre in Punjab with support from the Japanese Red Cross. If the project is successful other branches may replicate it.

Pakistan hosted the third South Asia Red Cross Red Crescent Network for HIV/AIDS (SARNHA) meeting in August with participants from all six national societies in the region. The meeting was followed by a workshop on the project planning process. Also attending the SARNHA meeting were two people living with HIV/AIDS from a local Pakistani organisation run by and for positive people. Observers were from the Southeast Asia region's ART, the Geneva secretariat, the South Asia regional delegation and the regional delegation in Bangkok. The meeting reviewed activities carried out by the national societies and the SARNHA coordination office and reviewed the draft SARNHA strategic plan. The strategic plan was finalised and shared with all the network members. The next meeting will be held in Afghanistan in January 2004.

Polio eradication efforts are continued and other immunisation programmes scaled up: Over 35,000 children were administered polio drops by Red Crescent volunteers during the immunisation days held from July to October 2003. The national society continues to be an active member of the national steering committee meeting on polio eradication and actively participated with global and national partners in the attempt to have Pakistan declared a polio-free country by 2004.

In agreement with the partners it was decided that the Pakistan Red Crescent Society would produce banners for Sindh and Balochistan for the polio rounds due in December.

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

Maintain programme of recruitment of voluntary non-remunerated blood donors: The Blood Donor Centre at national headquarters held 26 blood camps and collected 882 units of blood. The Society for Awareness for Blood Safety continues with its good work in 48 schools with lectures given in 29 schools. The total number of beneficiaries from these talks on health, nutrition and awareness was 4,014 young people – all potential voluntary non-remunerated blood donors.

Impact

Provision of health services continues as before with access to the health units by beneficiaries living in marginal conditions. The Balochistan BHUs showed an overall increase in attendance by 7,101, while the BHU in Turkham showed a small increase of 69. However with the return of refugees to Afghanistan, these figures are significant as it shows that the BHU continues to provide services on par with previous months. MHUs in Balochistan continue providing curative care with around the same levels of attendance.

The full impact of the service provided by the health units has not been scientifically assessed as staff require training on analysis of morbidity and mortality reports and action taken accordingly.

Constraints

Staff turnover in the recent months has caused delays in implementing some activities.

A delay in the restructuring of the governing body and the subsequent appointment of a selection committee has affected the replacement of staff and some activities could not be carried out or were delayed, particularly where procurements were concerned.

Security issues continue to hamper the implementation of projects in Balochistan particularly where health centres are situated within refugee camps.

A quarterly review of programmes and projects by all stakeholders is essential while meetings between programme managers on a weekly basis will result in a more successful integration of activities, timely procurements and carrying out of planned activities with a positive impact on vulnerable communities.

Coordination

Coordination within the national society is steadily improving. A health management meeting is scheduled for December 2003 in order to review the performance in 2003 and plan for 2004. Participants will include national headquarters (NHQ) programme managers, branch secretaries and branch health and training officers.

Coordination with the Movement partners is good and the technical and financial support provided has increased the capacity of the national society to respond to the needs of the most vulnerable.

2. Disaster Management

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

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

Progress/achievements

The PRCS disaster management policy and strategy: The national society's draft disaster management policy was finalised after consultations with the internal stakeholders such as provincial branches and the Federation. The final draft will be submitted to the managing board for approval and implementation in 2004.

The South Asia regional delegation disaster preparedness manager will visit Pakistan in December 2003. Discussions with the regional delegation are under way for conducting a regional disaster preparedness curriculum development workshop in January 2004. A regional workshop was conducted in Afghanistan in July 2003 to develop the first draft of the regional disaster management manual and this will be discussed and finalised in a follow-up meeting early next year.

A total of 68,000 Afghan refugees sheltered in the camps of Balochistan province have access to safe water as well as hygiene and sanitation services: This water and sanitation (watsan) project has been successfully handed

over to a Pakistan NGO called Guardians, which was already working in the water and sanitation sector of the Chaman refugee camps. The handover was originally scheduled for the end of September but was brought forward by a few weeks in response to the deteriorating security situation and the ongoing difficulty in gaining access to the Chaman area.

A lack of capacity in the Balochistan provincial branch in water and sanitation has seen the transfer of the watsan kit to the national society. The equipment and materials which make up the kit can provide water to 10,000 people. Full training on the deployment and utilisation of the kit will be provided, and it will be stored at national headquarters for rapid deployment when required.

The hygiene education component of the project has also been handed over to Guardians. This included the transfer of trained and experienced hygiene educators, thus ensuring continuity of support and education for the refugees. Some basic hygiene items were also handed over as a goodwill gesture. In addition, materials which were required for the construction of family latrines were procured as part of the overall handover package, and this will therefore ensure that the latrines will now be provided to the refugee community. The project has thus been fully handed over in good working order and with the necessary materials to complete any unfinished commitments.

The water and sanitation project, which started in October 2001, was a major element within the overall response to the expected Afghanistan humanitarian crisis in Pakistan, and indeed was the most successful element of that operation. It has consistently provided safe water in sufficient quantity to around 70,000 Afghan refugees in the Chaman camps for nearly two years, and continues to do so now, along with hygiene education and plans for family latrines.

It should be noted that already at the time of the handover, the security and access situation was deteriorating and it is now not possible to obtain the necessary permission to travel to Chaman. However the handover should ensure that the project will continue with many refugees still to return to Afghanistan from this area.

A follow-up meeting will be held with Guardians before the end of the year. In addition, a brief case study is being written, which will highlight some of the operational and managerial difficulties encountered while working in this area of Balochistan, and the key lessons learned.

The sub-delegation in Quetta is now closed, and the former water/sanitation delegate and head of sub-delegation have left at the planned ends of their respective contracts. The office, which was previously utilised by ICRC, has been handed back to ICRC, and was jointly shared by both organisations for a few weeks during the final handover period.

The PRCS disaster response capacity at national and provincial level is improved: The third quarter mostly focused on the flood relief operation in Sindh and Balochistan. The PRCS national headquarters worked in close coordination with partners to secure funds for the ensuing relief activities and the concerned district branches were actively involved in relief activities. Local authorities in the affected areas established relief camps, and these efforts were supplemented by the efforts of national society staff and volunteers.

Balochistan branch staff went to the affected areas and provided relief materials to the most vulnerable. The branch identified the communities in the worst affected areas where they could combine the activities of disaster response and preparedness, and CBFA and disaster management awareness training was conducted in these communities. The branch conducted need assessments in various districts.

As a follow up activity to the vulnerability and capacity assessment (VCA) workshop held in May, volunteers from the NWFP branch conducted a VCA in Qazian village of district Haripur which is a highly disaster-prone (flash floods) area. A survey was conducted to assess the future possible interventions of the PRCS. Advocacy by the branch has helped prompt local authorities to undertake the restoration of a tube well which had fallen into disrepair.

The Balochistan provincial programme officer and disaster preparedness officer organised volunteer groups which conducted need assessment surveys for the flood affected areas of Chiltan Anari (district Mastung) and in Qumacha village, Tehsil Bela, and (district Lasbela). The basic aim was to gain an insight into how to reduce the impact of disasters in future.

Community meetings in August 2003 were held in district Narowal and district Jehlum of the Punjab province and the most vulnerable flood-prone areas were identified. Local people were briefed on the community-based disaster preparedness programme.

Punjab provincial branch conducted a VCA in Tehsil Pind Dada Khan. The clusters of villages in this area are prone to flash floods. One of the villages was selected for a further disaster management intervention due to its higher vulnerability and a small bridge will be constructed to act as an exit route for the population of this village.

Sindh provincial branch continued with the DM cell-Lyari, which was established in 2001/2. The cell had previously constructed an iron bridge over the Nullah Lyari, and renovated a concrete bridge on the same Nullah, which used to overflow during monsoons, leaving many people dead. This bridge however collapsed during the torrential rains, and the community in Lyari has requested the branch help them to again repair it.

The construction of a new warehouse and training centre for the Balochistan provincial branch headquarters in Quetta, included in the earlier Afghanistan humanitarian crisis operation in Pakistan, has yet to be completed for a variety of reasons including strikes, security issues and weather.

The delegation has maintained regular communication with the branch in regard to this project. A revised plan of action and a new memorandum of understanding will be developed and agreed to cover the period until the final completion of the building.

Community capacity building: The capacity of volunteers and staff involved in DM activities was enhanced due to regular community meetings held in district Jhal Magsi in Balochistan and in Pind Dada Khan in Punjab. The branches have committed to conduct community-based disaster preparedness workshops in their provinces to further improve DM activities.

Information management capacities: The PRCS website (www.prcs.org.pk) is regularly updated with the latest disaster response and preparedness initiatives undertaken by the national society.

A detailed case study of the DM cell-Punjab and the activities in Pind Dada Khan has been compiled and will be published in the PRCS magazine.

The DM cell-NHQ has identified certain areas in which disaster preparedness material can be produced on a large scale for better understanding of disaster preparedness terminologies and the role of the national society amongst the local population.

Impact

A DM policy has been developed and the draft document will be put to the managing board for approval and implementation.

The capacity of DM staff and volunteers in the most vulnerable communities was enhanced through training/workshops and awareness meetings. The volunteer base of the society has also increased. After receiving training, volunteers helped branches in VCA exercises. More than 300 volunteers in the four provincial branches were trained in CBDP and CBFA.

The volunteer teams, established in 2001/2 for DM projects, were utilised during the flood relief operation in Sindh and Balochistan. In the aftermath of the floods, volunteers also conducted needs assessments with the provincial branches and worked on the distribution plans.

Constraints

Some of the provincial branches such as Sindh and Balochistan were short of trained human resources, which created some delays in the implementation of programme activities. The flood operations also impeded the progress of planned activities due to diversion of resources.

Coordination

The PRCS has been an active partner in the International Non-Governmental Organisations Forum (INGO) in Pakistan. The forum meets quarterly to share experiences and to brief partners on programmes and activities.

An example of the positive impact of this coordination was the financial and material support received by the national society for the flood relief operation. The Chinese Red Cross and USAID provided substantial funds. The Turkish Red Crescent and the Red Crescent Society of United Arab Emirates donated relief goods. The ICRC in Pakistan provided practical support to the Sindh provincial branch with the loan of vehicles and radios.

3. Humanitarian Values

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

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

Expected results

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

Progress/achievements

Dissemination within the PRCS: The Fundamental Principles and humanitarian values were included as an integral part of most training conducted for external and internal audiences. These included the basic and refresher courses

for dissemination and tracing, community-based disaster preparedness and all first aid training. The sessions include a brief history of the Movement and an interactive lecture on the seven Fundamental Principles. This ensures that departments conducting and receiving training are constantly in touch with the Fundamental Principles and values of the Movement.

The ICRC continued to fund the national society quarterly magazine which has been valuable for internal updates and external promotion of the PRCS.

Dissemination outside the PRCS: The PRCS arranged an orientation workshop for journalism students and working journalists on the humanitarian aspects of reporting in July 2003. The purpose of this workshop was to encourage promising journalists to highlight humanitarian considerations in their writing.

World First Aid Day in September was celebrated by the national society in conjunction with the launch of the *World Disaster Report*. Representatives from NGOs working in relief, disaster and related areas attended the event. Provincial branches conducted speech contests and first aid activities.

A media list is maintained and updated regularly. Good liaison with major print and electronic media is maintained.

New additions to the PRCS publications include first aid stickers, tracing and dissemination brochures. Planners and calendars for the coming year are currently being designed and eid cards are being prepared for distribution.

The society has also maintained visibility in the print media through press releases and articles. The secretary general was interviewed on PTV on World First Aid Day. The PRCS also ran promotions on a popular FM radio station. Use of the media is integral to the national society's planning for making advocacy days and launching appeals.

The national society's efforts in the flood relief operation were covered widely through both the print and electronic media. A special story highlighting the relief efforts was also posted on the Federation website.

Work is underway to further develop the capacity and impact of the PRCS website in relation to humanitarian values.

Impact

Overall, there has been a more coordinated image building of the PRCS utilising international days, and greater awareness of the national society emblem. Good relationships with the media have been maintained and continue to be built upon.

Constraints

Insufficient current capacity with regards to human resources continues to constrain the work of the PRCS. There has been difficulty in recruiting an information officer.

Coordination

It is the national society's priority to ensure that key international advocacy days, which are celebrated nationally, should be focused on the common global theme. Therefore branches are involved in planning a nation-wide campaign or event where branch expertise can also be fully utilised.

Internally, the sectoral departments are in ongoing contact with the information department for department-specific activities requiring information-related support. Information for the quarterly newsletter is received on a regular basis.

The national society's information officer, the Federation head of delegation, and programme support officer attended the regional humanitarian values workshop in Kabul in August. This workshop was especially helpful for ideas on further development of the programme for 2004.

The South Asia Regional Delegation (SARD) information manager and the SARD fundraising consultant visited the national society to finalise the draft fundraising strategy and fundraising/information kit.

The information department has coordinated with journalists, news photographers, the Allama Iqbal Open University mass communication department and AMAL, a local NGO working for HIV/AIDS.

4. Organisational Development

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

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

Expected results

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

Progress/achievements – organisational capacity building

Consolidated legal framework for the national society: The final draft of the revised Pakistan Red Crescent constitution was shared with the provincial governance for their approval. Comments have been compiled and the final draft of the revised constitution, along with comments from the provinces, will be placed before the forthcoming meeting of the managing board for approval. The revised constitution will then be sent to the Joint ICRC/Federation Commission for National Society Statutes.

ICRC, in collaboration with the national society, is in the process of drafting new national laws on use and misuse of emblem.

Advocacy with the government on the adoption of a new national law on the PRCS will be launched after the adoption of the revised constitution by the General Assembly.

New rules and procedures: The final draft of revised PRCS rules was shared with the provincial governance for their endorsement. The final draft of the revised rules, along with the comments from the provinces, will be placed before the forthcoming meeting of the managing body for approval.

Training for national and provincial governance and management will be arranged after the approval of the revised constitution and rules.

Standardised organisational structure: The PRCS is in the process of developing job descriptions for national headquarters staff to define their roles and responsibilities within the context of a future standardised organisational structure at all levels.

The Federation is supporting the personnel cost of some key positions at national headquarters and at provincial level to support the development of activities and programmes.

Better understanding of governance and management roles: An awareness campaign for governance and management personnel at national, provincial and district levels, as per the revised constitution and rules, will be launched in a phased manner after the final adoption of the revised constitution.

PRCS has developed a five-year strategic development plan: The national society is in the process of developing a long-term strategic plan to consolidate its strategic direction. The draft strategic framework was developed and agreed in a task force meeting held in May 2003, comprising of national and provincial representatives and facilitated by the delegation. The contents of the long-term strategic plan were further discussed in the appeal planning workshop in July 2003. The initial draft of the strategic plan was developed with technical support from the Federation and was circulated to the provincial branches for comment. A meeting of provincial secretaries and members of the national headquarters taskforce was held in October 2003 to discuss the initial draft and contents of the strategic plan; this discussion process is ongoing. The strategic plan should be finalised by the end of 2003 and, after it is adopted, a similar participatory process to produce a long-term development plan will be initiated with Federation support.

Cooperation agreement strategy (CAS): The cooperation agreement strategy will now be developed in the first half of 2004, after completion of the long-term development plan.

Human resource development policy and procedures: The national society is in the process of hiring a human resource (HR) manager to establish a HR department at national headquarters. A standardised recruitment system has been developed in line with the South Asia regional HR development manual for staff. It is planned to initiate a process to develop HR policy in conformity with the constitution, staff service rules and regulations, and the regional HR development manual for volunteers and staff by the end of 2004.

The national society staff service rules and regulations are currently being revised. The first draft was discussed and agreed by the national and provincial governance and management representatives and the whole revision process is expected to be completed by the end of 2004.

Training for provincial and district branch management will be provided after the approval of the staff service rules and regulations through a national workshop.

Youth and volunteer development: The national society is in a process of hiring a youth and volunteer officer. Provincial branches are running their own volunteer recruitment and management plan. The HR manager and the youth & volunteer officer at national headquarters will complement the efforts of the branches, and the national

society will also be able to launch a well-coordinated and effective management and development plan for volunteers.

An interim arrangement was made by designating the fundraising manager to monitor the activities regarding youth, gender and volunteer development.

Details of the total number of volunteers have been collected. The collection of data about each volunteer's skills, interests and experience is in progress, as per the guidelines provided in the South Asia regional HR manual for volunteers, and will be completed by the end of year 2004. The branch breakdown of the data already collected is as follows:

<i>Location</i>	<i>Volunteer Numbers</i>
Punjab provincial branch	40,153
Sindh provincial branch	9,402
NWFP branch	26
Balochistan provincial branch	574
AJ&K state branch	215
Total	50,370

Gender equity is increased: The national society is trying to maximise the participation of females in all training, despite the non-availability of female staff and volunteers in certain fields and geographical areas of Pakistan. Presently female participation in national society training programmes is about 15 per cent. There are plans to provide further gender awareness training as soon as a HR manager is recruited.

Standardisation of training: The PRCS is providing training in the programmes of health and disaster management to its staff, volunteers and the general public. National headquarters provided first aid training to 190 personnel. A community-based disaster preparedness workshop was held for the development of disaster management skills among staff and volunteers.

It is planned to launch a training needs assessment exercise, after hiring a HR manager before the end of the year.

Training materials have been revised and updated for first aid, CBFA and home care. The national headquarters, Punjab and Balochistan branches are now providing standardised training, and the Sindh and NWFP provincial branches are planning to do the same.

Networking: The national society maintains contacts with various public and private sector organisations for sharing training and information resources in the field of community participation and mobilisation, fundraising and image-building. The National Centre for Rural Development, the Regional Training Institute, the National Institute of Health, and EverNew Concept are examples of this public and private sector networking.

A database of internal and external resource persons is currently being developed.

The government of Pakistan has established an emergency response cell and given member status to the PRCS. The government will provide training and other support to build the capacity of staff and volunteers in emergency response.

Impact

The governance and management of the national society actively participated in the constitution revision process. The revised constitution defines more clearly the role of governance and management and also ensures the active participation of members and volunteers.

The national society rules and procedures are being revised to ensure the correct implementation of the constitution and to regulate the work of all levels of the national society. Governance and management are now committed towards the development of human resources (staff and volunteers) to make them more efficient, and also to motivate and improve technical competence through appropriate and effective training.

The PRCS now has a strategic vision towards the alleviation of the suffering of vulnerable communities through developing a long-term strategic plan.

Female staff and volunteers are available in the fields of dissemination, disaster management, tracing and health, so as to reduce the suffering of the most vulnerable communities.

National society capacity and image-building efforts are being enhanced.

More standardised training is being provided to staff and volunteers in programme and management skills development.

Constraints

Changes in government priorities and policies, the PRCS governance & management commitments and priorities, as well as the socio-economic situation of the country are major constraints for the national society. The nomination of a new Pakistan Red Crescent chairman and the subsequent restructuring of the managing board inevitably caused some delays in the implementation of the programme.

Coordination

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

The Pakistan Red Crescent secretary general attended the South Asia Regional Red Cross Red Crescent Societies secretary generals' meeting held in Kabul in July.

The South Asia regional delegation (SARD) resource mobilisation consultant visited the PRCS in July and October and discussed modalities for fundraising policies in the future.

The head of the Asia and Pacific department in the secretariat visited national headquarters in August and discussed ongoing programmes, activities and plans with the chairman. He also held a meeting with the secretary general and programme managers.

Progress/achievements – Finance & Resource Development

Standardised financial procedures and systems at national and provincial level: In order to bring current financial systems and procedures in line with international accounting standards, management has agreed to revise the financial rules and policies regarding receipts and payments, basic bookkeeping, stocks (medicines and relief) and

the compilation of a fixed assets register and restricted funds, by hiring an independent chartered firm. This should be achieved by the end of 2003. The new manual will be presented to the managing board for approval.

Computerisation of financial management: The software purchased and installed at national headquarters in 2002 requires upgrading as it does not generate donor/activity reports. The SARD finance development manager visited in October with the main objective of monitoring the computerisation of the PRCS. He also visited two provincial branches to gain a better insight into the finance system and inspected the installed software, with recommendations for an alternative. A supplier has been found for the new Oracle-based version (within the allocated budget range) and the software will be installed at national headquarters and the Punjab provincial branch.

Resource mobilisation/fundraising policy: The second draft for the resource mobilisation/fundraising policy was finalised with the support of the SARD. A meeting was held in October in which national headquarters, provincial secretaries and the Federation delegation participated. The SARD information manager and the resource mobilisation consultant were also present. The draft will be circulated in the provincial branches for their final input and acceptance before the end of the year.

Fundraising campaign: Two fundraising campaigns - direct mail and a donation box/poster stand - have been designed to be implemented at all levels. These campaigns will be launched in December 2003.

Internal audit: The internal audit manager visited the Punjab and Sindh branches in July and August. The main objective was to gain a greater understanding of the financial management system.

Impact

There is an improved financial management system at national and provincial levels which should result in better financial reporting to donors.

Due to the frequent meetings and coordination amongst the national society, Federation delegation and SARD colleagues, the national society has a better understanding of the need for and methods of resource mobilisation and fundraising.

There is now a more effective internal control system at national headquarters.

Constraints

There were delays in internal auditing due to delays in the approval process of various audits by higher management.

Coordination

The SARD finance development manager visited in October to: monitor the finance and resource development programme, and the computerisation of national society accounts; hold discussions with staff working in the internal audit unit; and discuss the agenda for the forthcoming meeting of finance directors in December.

The SARD resource mobilisation consultant and information delegate visited the national society to assist the fundraising department in policy and strategy matters, fundraising campaigns and communication kits. Externally, frequent coordination was carried out with the corporate sector for the upcoming fundraising campaigns.

5. Federation Coordination

Goal: The PRCS develops sustainable capacity building and programming.

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

Progress/achievements

A new country cooperation agreement strategy is developed, establishing new partnership principles: The development of a cooperation agreement strategy (CAS) is closely linked to the development of a new four-year development plan and strategy for the national society. As outlined in the organisational development section, this process is progressing well but has yet to be completed. With this in mind, it is therefore not possible to hold the meeting to develop the new CAS in 2003, and this is now planned for the first half of 2004.

A partnership meeting is held with participation of the main stakeholders to share the strategic plan of the PRCS and coordinate the programming and support of various partners: As indicated in the previous programme update, it was agreed in the June quarterly planning meeting of the regional delegation that there would not be any partnership meetings this year and that a regional partnership meeting, with additional country focus, would be held in March 2004.

It had been hoped to hold a different type of partnership meeting in Pakistan in 2003 which would have primarily sought to address potential in-country fundraising and partnership opportunities, with the option of also welcoming some key Movement partners. However, this has not been possible as it first required the national society's completion of the four-year plan and at least a draft CAS to be in place, and so is similarly deferred until next year.

A cooperation agreement is signed between the PRCS, the Federation and the ICRC outlining the roles which the three Movement partners will undertake together with regards to further strengthening and development of the national society: Regular monthly meetings of the trilateral finance group are held. In addition, the Federation head of delegation formally meets with her ICRC counterpart at least once a month. In a genuine on-the-ground commitment to the spirit of the Seville Agreement, the working relationship between the Federation and the ICRC continues to be cordial and cooperative, with the ongoing provision of coordinated Movement support to the national society. However, a cooperation agreement between the three Movement partners was not signed this year, although there was considerable discussion about the possible nature and content of such a document. While the absence of an agreement has not negatively affected the relationship or the partners' support to the national society, it is agreed that there will indeed be a new agreement drawn up and signed for joint Federation and ICRC support during 2004.

Strategic partnerships are developed with country-based and international agencies/organisations: While the national society continued to have a good working relationship with WHO, UNICEF, UNAIDS and the Ministry of Health for the polio eradication campaign and other health-related areas, the overall strategic approach to partnership development is somewhat dependent on the four-year plan and the CAS being in place, and as yet this is still a work in progress. At the same time, the slowing down of the implementation of programmes and activities during the second half of the year meant that this was not an opportune moment to seek new partnerships, but this is again planned for early 2004.

The Pakistan country appeal 2004 was developed in a participatory manner, through a process which ensures much greater ownership of the appeal by the national society. This, in turn, will hopefully lead to the development of

further strategic partnerships both within and from outside Pakistan next year. In the meantime, the delegation has ensured that good relations have been maintained with the key donors for the appeal 2004, through formal and informal reporting, and from some visits from sister national societies.

A close and cooperative relationship was also maintained with the ICRC, who indicated a commitment to support the national society's first aid activities during 2004 as part of their overall approach to conflict preparedness in Pakistan. This enabled the Federation's appeal to focus on other key areas of health, including reproductive health, HIV/AIDS and the further development of health management capacity.

Impact

As indicated above, the overall goal is that the PRCS develops sustainable capacity building and programming, with the specific objective of developing longer-term strategic partnerships between the national society and wider Movement and non-Red Cross Red Crescent Movement partners. This has not yet shown a definitive impact due to the work still in progress on the four-year development plan and strategy, and the deferred development of a new CAS, and it was clear that this work must be allowed the necessary time for fully participatory inputs and processes.

Constraints

Also as highlighted above, the overall rate of implementation of programmes and activities was generally slowed down during the second half of the year. This was partly due to the longer time needed for the fully participatory processes required for some of the strategic development work, and was also due to changes in the governance which resulted in the board meeting planned for June not taking place. In the meantime, some of the managing board members have changed and it is anticipated that the board meeting will now take place before the end of the year.

6. International Representation

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

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

Progress/achievements

A country advocacy strategy is developed with the national society to highlight Pakistan's needs within the Federation global advocacy priorities of HIV/AIDS and disaster preparedness: The national society continues to actively work towards the scaling up of HIV/AIDS activities, focusing on the establishment of a pilot project for a voluntary counselling and testing centre in Lahore and an anti-stigmatisation campaign. However, as indicated above, many activities in the second half of the year slowed down for various reasons, including the changes under way within the governance, and it is anticipated that, following a meeting of the new managing board towards the end of the year, programme implementation will again improve. It is also anticipated that there will be a revision of the Pakistan country appeal early in 2004 and, after that, a country advocacy strategy will be developed to reflect the needs of the national society.

Good relationships are developed and maintained with national authorities and donor governments:

The delegation ensured that good relationships are developed and maintained with national authorities and donor governments, and also maintained good contacts with the Ministries of Interior and Foreign Affairs. The national

society has close ongoing links and communication with the Ministry of Health and the Cabinet division, as well as the President's office from time to time.

Although not mentioned in the appeal as an objective, obtaining a legal status agreement for the Federation in Pakistan was a key delegation priority for this year. This has been agreed in principle by the Ministry of Foreign Affairs and by the permanent mission in Geneva, and is now lodged with the Ministry of Interior. It is expected the agreement will be secured in due course, hopefully in 2004.

The head of delegation maintains a list of key embassies and other organisations in Islamabad, and a few visits were made during this reporting period, but given the slowing down of the national society's work and the possible refocusing of the society's priorities in the new year, external representation is at a low level for the time being. However, the delegation ensured ongoing representation as appropriate at international, government and non-government meetings to achieve Federation objectives.

Advocacy materials are produced and disseminated to counterparts, agencies, organisations and partners:

Advocacy materials, such as the *World Disasters Report*, the PRCS magazine and the Pakistan country appeal, are provided at most representational meetings and often form the basis for discussion.

Red Cross Red Crescent programmes have sufficient and diversified donor support from national and international sources: Good external support for the national society was a result of various factors: a concerted effort by the delegation in recent years; an effort to maximise the opportunity provided by greater funding and profile due to the Afghanistan humanitarian crisis operation in Pakistan; as well as the maintenance of close formal and informal relationships with existing and potential partners. This support is expected to continue in 2004.

It was intended that at least ten donors would collectively support the country appeal in 2003, in a major effort to broaden the donor base. This target was actually exceeded and many of the key donors who provided support during 2003 are expected to continue their relationship with the national society in 2004. Key partners in 2003 include the American, Australian, British, French, German, Japanese, Norwegian and Swedish Red Cross, Saudi Red Crescent, UK Department for International Development (DFID), the Federation Capacity Building Fund, Federation Global Polio Fund, and United States Bureau for Population and Refugee Movement (USPRM).

Impact

The Pakistan country appeal 2003 will have received nearly full funding support, but a slow down of the national society's implementation of programmes in the second half of the year will inevitably lead to some under-spends.

The budget for the appeal 2004 is less than half of the 2003 budget, mainly due to the handing over of the large water/sanitation programme, and the reduction in the number of delegates who were earlier in-country to support the humanitarian crisis operation and its follow-through. It is anticipated that that the delegation's success in securing sufficient funds for 2003 will lead to a similar level of support in 2004.

Constraints

The main constraint to the implementation of the representation programme was the slowing down of activities which necessarily resulted in a slowing down of representational activities especially in-country and in relation to new potential partners. However, the broadening and consolidation of the donor base in recent years, along with the development of new governance for the national society, should bode well overall for the future.

For further information please contact:

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

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

APPEAL No. 01.56/2003

PLEDGES RECEIVED

17/12/2003

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->				2,784,097	TOTAL COVERAGE 64.8%	
CASH CARRIED FORWARD				449,903		
AMERICAN - RC		200,000	USD	264,400	24.09.03	MOBILE HEALTH UNITS
BRITISH - RC		10,000	GBP	21,475	28.04.03	DISASTER PREPAREDNESS, ORGANISATIONAL DEVELOPMENT DELEGATE
BRITISH - RC		13,666	GBP	30,455	10.12.03	REPRODUCTIVE HEALTH IN 3 PROVINCES
GERMAN - RC		15,000	EUR	23,085	08.10.03	FA MANUAL TRANSLATION, TRAINING MATERIAL
JAPANESE - RC		41,590	USD	56,188	14.07.03	HIV/AIDS
NORWEGIAN - GOVT/RC		2,755,048	NOK	520,015	12.03.03	WATER & SANITATION FOR AFGHAN REFUGEES
SAUDI ARABIAN - RC		40,000	USD	54,300	21.02.03	
SWEDISH - GOVT		700,000	SEK	116,200	13.06.03	OD/DP DELEGATE
SWEDISH - PRIVATE DONOR		135	EUR	208	04.09.03	
CAPACITY BUILDING FUND ALLOCATION				148,000	07/04/2003	PPK005
SUB/TOTAL RECEIVED IN CASH				1,684,229	CHF	60.5%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
AUSTRALIA	DELEGATE(S)			46,160		
NORWAY	DELEGATE(S)			14,784		
GREAT BRITAIN	DELEGATE(S)			59,959		
SUB/TOTAL RECEIVED IN KIND/SERVICES				120,903	CHF	4.3%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	