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## Programme update no. 2

### Sri Lanka

 International Federation  
of Red Cross and Red Crescent Societies

**MAALK002**

**20 January 2012**

**This report covers the  
period 1 July 2011 to  
31 December 2011**

*Dustbin distribution to prevent dengue  
under the community based health  
and first aid (CBHFA)  
programme . Photo: IFRC*



### In brief

#### Programme outcome

Through its community-based programmes, Sri Lanka Red Cross Society (SLRCS) is empowering people at grassroots level to adapt and cope with changing patterns of risks posed by climate change, extreme weather events and diseases as well as wider socio-economic changes. SLRCS is committed to delivering on the International Federation of Red Cross and Red Crescent Societies (IFRC) Strategy 2020 aims. The focus of the IFRC 2011 programme has been on supporting its member National Society to translate this commitment into a stronger practical reality. To achieve this, the IFRC country office has been promoting best practices, which continue to evolve and improve, but have also been encouraging SLRCS to become more creative and innovative in the face of new challenges and opportunities. The outcomes of the 2011 programmes include:

- Stronger SLRCS grassroots structures, as they form an integral part of the communities where we promote and support safety and resilience;
- Refined operating procedures, protocols, systems, and management processes.
- Improved resource management practices, image and recognition of the National Society.
- A more prominent role of youth in SLRCS work.
- Improved skills and competencies of teams and individuals who are involved in preparing for and responding to disasters.

## Programme(s) summary

Sri Lanka is at a threshold of economic growth and development. Slogans such as ‘winning the economic war’ and making the nation the wonder of Asia’ have been frequently used to describe the priority that economic development has received in recent years. Indeed, the economy rebounded, tourist arrivals leaped and Sri Lanka is now categorized as a middle income status country by the International Monetary Fund. Challenges, however, remain. Under nutrition, poverty, maternal health issues, lack of access to safe water and sanitation, re-emerging communicable diseases (such as dengue and HIV/AIDS) and non-communicable diseases, which account for 65 per cent of deaths (the single biggest cause of death) in Sri Lanka according to the World Health Organisation (WHO NCD profiles 2011). Wasting and stunting in children under five is at 15 per cent and 22 per cent respectively (DHS 2006/7), which, according to WHO standards place Sri Lanka as a ‘high’ prevalence country in relation to malnutrition. A total of 22 per cent of newborns are reported with low birth weight (LBW). Alarming, the data analysis shows an increase in under-five mortality rates from the 2000 baselines that raises questions about the assumption that the trajectory of the 1990’s has setback Sri Lanka in achieving the Millennium Development Goals (MDGs). Maternal under nutrition also remains high (at 23 per cent) and when the indicators are disaggregated by geographical regions, it emerges that certain vulnerable groups are not likely to meet the maternal and child health (MCH) and nutrition targets of the MDGs. Heavy flooding in January and February 2011 has seriously affected the already disadvantaged communities in the eastern, northern and central provinces. There is a huge task for reconstruction and recovery in conflict-affected areas.

SLRCS, a community-based organization with a country-wide network of branches and volunteers, prioritizes to:

- do more and better provide for vulnerable people.
- strengthen community safety and resilience to the changing patterns of risks posed by climate change, extreme weather events and diseases as well as wider socio-economic changes.
- refine processes and system, and diversify skill-set of its staff and volunteer to provide more effective and efficient response and recovery support to disaster affected population.
- strengthen SLRCS grassroots structures, empower youth and reinforce basic values and attitudes towards volunteerism.
- improve image of SLRCS and its planning, reporting, monitoring and evaluation capacities and practice.
- re-position the organization as stronger and with better integrity as it emerges out of the re-engineering process.

The IFRC’s 2011 programme was designed to support SLRCS in addressing its prioritized areas in which include building on its past achievements and challenging lessons learned from the pre-, during and post-tsunami realities. It highlights the unmet needs of so many people who continue to live in poverty, are vulnerable to extreme weather events and preventable diseases, have no place to call their home and are struggling to earn their daily bread.

## Financial situation

The total budget for 2011 is CHF 2,643,098. Appeal coverage is 133 per cent. Expenditure during the reporting period is 68.8 per cent of the 2011 budget.

[Click here to go directly to the financial report.](#)

## No. of people we have reached

SLRCS estimates it has reached some:

- 7,000 people through its organizational development initiatives (2,400 people through community services, 4,000 people through youth development initiatives, and close to 400 staff at national headquarters and in branches who attended IFRC-supported training events and workshops)
- 204 families (about 1,000 people) through community-based health and first aid (CBHFA) work in the two targeted villages of the Batticaloa district, and another 158,000 people in Kandy.
- 35,000 people (7,000 families) living in 20 disaster risk prone communities through community-based disaster risk management (CBDRM) initiatives.

- 10,000 children through school safety work.

The plan for 2012 is to reach 44,000 people living in 25 high-risk prone communities.

### Our partners

There are currently four partner national societies – Canadian, German, Japanese and Norwegian Red Cross – working in the country. Two partner national societies are planning to exit by the end of 2011.

**Table1: Current support from Movement partners to SLRCS**

Partners	Disaster Response	Disaster risk response	Health	Water and sanitation	Organizational development	Communication	HD	International disaster response law, rules and regulations	Post conflict recovery programme
<b>Multilateral partner National Societies through IFRC:</b>									
Australian RC									✓
British RC									PSI
Canadian RC									✓
Finnish RC			✓						
New Zealand RC			✓						
Swedish RC					✓				
Norwegian RC	✓	✓							
Japanese RC					✓				
United Arab emirate RC									✓
Korean RC									✓
Morocco RC									✓
Irish R									PSI
<b>Other multilateral partners through IFRC:</b>									
AusAID	✓								
<b>Bilateral partner National Societies:</b>									
Japanese RC									✓
Norwegian RC					✓	✓			✓
German RC	✓	✓	✓		✓				✓
Canadian RC			✓		✓	✓			
<b>Other bilateral partners:</b>									
ICRC									✓

**PSI- partner shown interest**

Programmes are coordinated with the ministries and sub-national authorities of the Government of Sri Lanka, as well as the United Nations (UN) and other national and international organisations.

## Progress towards outcomes

### Disaster Management

The programme has two main components:

#### **Programme component 1: Community preparedness**

To build the resilience of communities-at-risk to withstand the debilitating impact of natural and man-made hazards through disaster risk reduction measures.

#### **Programme component 2: Organizational preparedness**

Response capacity of SLRCS is improved and institutionalized at all levels in order to provide assistance to the vulnerable people efficiently and effectively.

### Outcome(s)

#### **CBDRM**

The CBDRM programme commenced in July 2010 in 20 communities in Matale, Nuwara Eliya, Rathnapura and Gampaha districts. Its key components include a participatory hazards, vulnerabilities, capacity and attitudes (HVCA), followed by participatory planning and implementation of risk mitigation measures. The programme also supports training of community response teams in first aid, early warning, safe evacuation, camp management, water rescue and relief distribution.

#### **Achievements**

Community mobilization and risk assessments were completed during the first half of 2011. Since then, disaster risk mitigation initiatives, prioritized by the communities themselves through a participatory process based on findings of their risk assessments, were launched in all 20 target communities. In each community a village disaster management committee was formed to manage the process. The identified risk mitigation measures include building or renovation of 15 community evacuation centres, construction of sanitation facilities in four evacuation centres, construction of three wells and building of a footbridge to provide people with a safe escape route in times of disaster. The evacuation centres are being equipped with generators and communal cooking utensils. The interventions have improved the capacity of these evacuation centres and enhanced the accessibility of target communities in time of emergencies. In an effort to strengthen local logistical capacity, 21 fibreglass boats were strategically placed in 10 communities. The boats will be used to transport people and supplies during flood situations.

In an effort to improve community preparedness and response capacity to disasters, the community response teams were formed in all 20 target communities. The teams (some 1,600 volunteers living in these communities) were trained in first aid, search and evacuation and camp management and provided with basic tool kit (ropes, torches, safety jackets and other basic items which can save lives in times of emergency).

Under the school safety component of the programme, SLRCS has conducted school risk assessments in 20 schools and facilitated a participatory process to help develop school safety plans based on these assessments. School disaster management units were formed in all target schools to manage the implementation of the school safety plans. SLRCS has also provided basic training sessions in first aid, search and evacuation, and fire safety for teachers and students, and supported implementation of the prioritized risk mitigation measures in the school safety plans.

With financial support from AusAid, SLRCS has embarked on a consultative process with all key actors in DRR to adapt its community-based disaster risk reduction (CBDRR) training curriculum to the local context. A national workshop with the participation of the Government of Sri Lanka and non-governmental actors is planned in January 2012 to encourage an inclusive process and a wider dissemination and usage of the translated curriculum. Plans for 2012 also include testing and finalization of a hazard-ready community tool kit, which comprises of field data collection in four selected communities and a workshop to modify and finalize a questionnaire.

## Outcome(s)

### National disaster management (NDM)

The NDM programme aims at strengthening SLRCS capacity to prepare for, respond to, and help communities recover from disasters and crisis, through the development of contingency plans, training of response teams and staff or volunteer skill and capacity development.

### Achievements

A three-day workshop was conducted in Colombo to review the SLRCS response framework and update SLRCS contingency plans for floods and dengue. The workshop was attended by SLRCS branch executive officers and staff from the national headquarters, including disaster management, health, OD and finance, and facilitated with technical support of South Asia regional office (SARD).

The programme also supported an induction training for branch disaster response team (BDRT) in Kurunegala and Puttalam districts, where 57 staff and volunteers were trained. Three BDRTs and a district disaster response team (DDRT) were equipped with response gear. In December 2011, a specialized BDRT training on health and an induction DDRT are planned.

### Constraints or Challenges

High staff turnover in SLRCS has been a major challenge. There were delays in cash transaction between the national headquarters and the branches which resulted in delaying the implementation. The two- improved HR and finance management practices are prioritized for IFRC support in 2012. Another area of IFRC support in 2012 is to strengthen SLRCS capacity to undertake its own research to build a strong knowledge to better inform its strategic and programme planning. Increased investment is required in profiling SLRCS work. Much more is being done by branches and volunteers than what is communicated through reports or ad hoc media publications. It has been acknowledged that IFRC needs to bring forward the voices and stories of people IFRC is working with during the coming years, with plans to support SLRCS in recording and sharing more human stories and to identify the Red Cross 'beneficiaries' as more than recipients of aid and recognize them as people with real needs but who also have a wealth of capacity to rebound, celebrate life and pursue their dreams for a better future. IFRC will encourage SLRCS to document and disseminate case studies within SLRCS, other National Societies and partners in the region and beyond. Support will also be provided to strengthen SLRCS reporting capacities (developing standard tools and templates, and training of staff) to ensure compliance with donor regulations and expected results, grant and contract requirements. In partnership with the Canadian Red Cross, SLRCS and IFRC Sri Lanka country office are setting up a working group to assist the National Society in developing a PMER capacity building plan.

In terms of disaster preparedness and response capacity, SLRCS staff and volunteers have shown a truly humble solidarity to their country people during the latest floods, which affected close to 1.2 million people in 18 of 25 districts. Many lives have been saved, livelihoods protected and families assisted to recovery. However, the recent emergency operation holds many lessons learned, including areas that SLRCS can improve on, which have been discussed by SLRCS during the recent disaster response framework workshop. SLRCS acknowledges its transition in fully harnessing its capacity into a sustainable, nationwide, multi-tiered, multi-sectoral system that would address all aspects of disaster response. The plans for 2012-2015, therefore, include to help SLRCS to address the gaps and translate the National Society's commitment in delivering the IFRC Strategy 2020 aim number 1 ('To save lives, protect livelihoods, and strengthen recovery from disasters and crises) into a stronger practical reality. Some of the areas prioritized for improvement include:

- Strengthen the SLRCS legal base by clearly articulating the National Society's auxiliary role to public authorities.

- Review procedures for recruitment and capacity building of response teams to ensure there is a good mix of appropriate skills and competencies, a gender balance and representation from different ethnic groups, and geographical areas.
- Put to test or develop new) contingency plans and standard operation procedures.
- Establish integrated emergency management and coordination mechanism.
- Integrate climate change adaptation into SLRCS DRR processes (assessment, planning and implementation).

## Health and Care

### Outcome(s)

- **Programme component 1:** Enhanced knowledge and improved health practices through health promotion and prevention interventions in target communities.
- **Programme component 2:** Improved preparedness and response mechanisms in the targeted communities to better respond to health in emergencies and epidemics (or pandemics).

### Achievements

SLRCS has been implementing a CBHFA programme in Batticaloa district (funded by Finnish Red Cross) and Kandy district (funded by New Zealand Red Cross).

In Batticaloa, during the reporting period, SLRCS has:

- Renovated 15 dug wells and a tube well. Importance was focused on mobilizing the communities and encouraging them to actively participate from the outset so that communities take ownership and maintain these wells. It is believed their participation will facilitate a shift in perceptions from a 'Red Cross well' (who can come and renovate wells when they break down so communities do not have to do anything) to 'our wells' (communities can take care of well without outside assistance).
- Mobilized volunteers to clean a 2 km canal to contribute to the eradication of dengue and distributed 20 dustbins and hygiene promotion materials to prevent further contamination of the area.
- Supported construction of a community rice mill as part of the livelihood support component of the project. The mill construction was prioritized by the communities themselves through a series of consultation meetings or discussions. The rice mill will serve the entire village population and will be managed by the local rural development committee. The availability of the mill in the village will save people hours of travel in the heat on poor roads with no public transportation connecting the village with the nearest urban area. Each family will also save on exorbitant transport cost to the nearest mill, which is kilometres away, and be able to prioritize other needs with these savings. SLRCS is promoting small gardens and poultry to help families improve their nutrition status.
- Organized eight blood donor recruitment camps in July to September 2011 and recruited over 200 donors, contributing to 50 per cent of the local blood bank's needs according to the district hospital interviewed by SLRCS and IFRC programme staff during the recent monitoring visit to the district. Certificate of appreciation was awarded to donors who donated blood more than five times during the recruitment period.
- Trained volunteers and school teachers from the target remote villages in basic first aid and participatory hygiene and sanitation transformation (PHAST).

In Kandy, a series of training events was conducted for volunteers to promote behavioural change using CBHFA as a tool. Red Cross volunteers spread basic essential messages about hygiene practices, healthy lifestyle, and prevention of diseases. SLRCS reports showed volunteers has reached some 158,000 people. In an effort to reduce diarrheal diseases and disrupt the vicious cycle of under nutrition and disease, a number of latrines (ten public latrines and 150 latrines for the poorest of the poor families), four community wells and one common bathing area were constructed. Another important component of the programme was educating families on easily cultivated, high protein, micro-nutrient rich crops that can be used to fortify the family diet.

Training and seedlings were provided to 260 impoverished families to help them start growing their own food. Families with children under five and pregnant or lactating women were prioritized. Over 5,000 people were reached through the training, home gardening and water and sanitation support components.

IFRC supported SLRCS in piloting a small-budget programme on non-communicable diseases (NCDs) prevention in Colombo. NCDs accounts for 65 per cent of deaths (the single biggest cause of death) in Sri Lanka with increase in mean body mass index from less than 21 kg/m<sup>2</sup> in 1980 to 23 kg/m<sup>2</sup> in 2008. Nearly a third of NCDs deaths are below the age of 60 (WHO 2011). Demographic, epidemiological, economic and social transition burden the conditions, in which tobacco use, unhealthy diets, physical inactivity and harmful use of alcohol are identified as the key risk factors contributing to the magnitude of the problem. Promotion of healthy lifestyle, therefore, is becoming a major public health priority for Sri Lanka. The Government of Sri Lanka has set as its policy objective 'to reduce premature mortality (less than 65 years) due to chronic NCDs by two per cent annually over the next ten years through expansion of evidence-based curative services, and individual and community-wide health promotion measures for reduction of risk factors'. As part of the pilot initiatives, SLRCS has:

- Conducted basic first aid training for junior Red Cross circles in two schools.
- Trained 50 volunteers and conducted a survey on NCDs in Colombo district. whereby 200 households were interviewed. The volunteers also took the opportunity of the door-to-door visits to encourage healthy lifestyle. In addition, 300 people were referred to a nearby clinic for screening or medical check up.
- Organized a quiz on NCDs in 12 schools to raise awareness on NCDs and their causes.
- Developed and distributed leaflets on NCDs such as diabetics, cancer, and paralysis to students and people on the street.
- Donated sports equipment to schools in Polgasowita Watara Maha Vidyalaya and Mattegoda Vidyadeepa Vidyalaya.

### Constraints or Challenges

- **HR cuts:** Heavy cuts in HR by SLRCS as part of the re-engineering process initiated by SLRCS post-tsunami has affected the implementation capacity of the National Society. The National Society has downsized by at least 70 staff. With international funding depleting, many of SLRCS competent people have left for better salaries in other organizations. The IFRC Sri Lanka country office has also reduced staff numbers over the last 12 months to four international delegates and 80 national staff. There is currently no health delegate or national health officer. The downsizing is expected to continue in the coming months with the aim of achieving an optimal size that will provide relevant support to SLRCS by the end of 2011.
- **Floods:** The emergency needs of the devastating floods occurred earlier this year have delayed the ongoing programmes and demanded immediate response and HR resources from SLRCS. The floods were described by many local residents as the worst since the 2004 tsunami. With emergency needs now covered, the focus has shifted onto the recovery phase, and many of SLRCS staff and volunteers who were mobilized for emergency response have now returned to their bases.
- **Volunteer management capacity/practice:** The heart and soul of CBHFA are volunteers, who play a key link between the SLRCS and the local communities, and their active participation, engagement with the communities, will define the success of the project. New branch staff require close coaching and guidance on volunteer management (how to assist volunteers in planning, how to guide, monitor and provide feedback to them). Improving volunteer management practices is identified as one of the priority areas for continued IFRC support in 2012-2013 with a reinforced focus on the role of youth as agents of change and basic values and attitudes towards volunteering. SLRCS will be encouraged to explore innovative ways to recruit, support and retain its volunteers.
- **Monitoring and reporting capacity:** SLRCS will need to strengthen its monitoring and reporting capacity, which not only entails developing systems and guidelines, but also enhancing discipline at all levels. This will be one area of IFRC support in 2012. SLRCS capacity to collect and analyse baseline or endline data also needs to be enhanced. The challenges of integrating CBHFA with other

programme areas such as CBDRM and its sustainability (once project funds end) are identified as key areas for further discussion and learning.

### Organizational Development

The organizational development (OD) programme has continued to support the SLRCS in the abovementioned five prioritized areas by the National Society for IFRC support:

- Governance management and systems development.
- Youth development.
- Community infrastructure development and capacity building.
- Branch building construction and procurement.
- Planning, monitoring, evaluation and reporting (PMER) capacity building.
- Finance development.
- Image building, communication capacity development and networking.

The overall objective of the OD programme is to strengthen SLRCS institutional capacities to address the most urgent situations of vulnerability.

### Outcome(s)

#### **Governance management and systems development**

A professionalized and effective SLRCS service delivery system and practice, with a culture that values professional ethics and humanitarian values, and operates within an effective governance and management relationship.

### Achievements

One component of the programme is to support the Gampaha branch in acquiring the ISO 9001:2008 quality certification for its first aid products and services. First aid is an income generation source for the branch, which aspires to meet its own organizational structure costs through its own efforts, enterprise and partnerships. The acquisition of the ISO 9001: 2008 certificate will greatly improve the quality and marketability of the products offered by the branch and will also attract new customers in an increasingly competitive market environment. As part of this initiative, the Gampaha branch conducted a number of capacity building events for its staff and volunteers including training on:

- Human resource, administration and knowledge management.
- Information technology, presentation and communication skills.
- Occupational psychology, health and safety for all SLRCS ISO instructors.

External consultant was hired to audit the human resource and administration system of the branch. The branch has thus far addressed the identified areas for improvement in training, coordination and filing.

Another component of the programme is to support SLRCS branches in developing fundraising plans. During the reporting period, 18 branches developed a plan through participatory processes. It remains to be seen how viable the plans are and how the branches will succeed in raising funds sufficient to support their community-based work. With international priorities shifting to emergencies elsewhere in the world, SLRCS is encouraged to explore more aggressively opportunities within the country to diversify its income base, tapping increasingly into locally available resources and establishing new partnerships. Increased investment is required in profiling SLRCS work. In an effort to help SLRCS staff and volunteers improve their communication skills, with technical support from colleagues from the Secretariat in Geneva, IFRC organized a workshop on social media. The workshop discussed how social media could be effectively used by SLRCS to promote its work. IFRC guidelines on social media were also explained. All 30 SLRCS staff from branches and the headquarters participated and have registered for Twitter and Facebook accounts after the workshop. In addition, a presentation on e-learning was conducted for all SLRCS branch executive officers to promote web-based

learning opportunities. The project also promotes English language classes for SLRCS national headquarters staff.

### Outcome(s)

#### **Youth development**

Enhance the capacity of youth members and volunteers, to share principles and values, and other Red Cross information, contribute to on-going programmes and engage in effective service delivery

#### **Achievements**

The programme supported a number of youth camps and volunteer appreciation initiatives in an effort to improve SLRCS youth volunteer management practices. Regional youth camps were held in Hambantota, Kegalle and Hambantota. The project also supported the annual national youth sports festival hosted by the Kandy branch. The sports festival had some 4,000 young Red Cross volunteers from all over the island competing in a number of athletic events. The project also encouraged SLRCS to mobilize its youth for various social, media, advocacy or fundraising campaigns. Thus, the youth international day was marked by SLRCS youth repairing a surgery recovery ward of the general hospital. In Puttalam, young volunteers gathered to paint the children's ward at the Chilaw hospital. The Kurunegala, Kegalle and Moneragala branches conducted Red Cross orientations sessions for school teachers. All branches were supported to hold youth annual general meetings (AGM). The national AGM is planned on 18 December 2011 and preparations are underway.

### Outcome(s)

#### **Community infrastructure development and capacity building programme**

Develop self-finance and sustainable SLRCS local structures and other local structures in facilitating community level service delivery mechanism.

#### **Achievements**

A number of initiatives were supported by the programme in an effort to strengthen SLRCS grassroots structures, their engagement with local communities and sustainability:

- An awareness workshop was conducted for divisional level office bearers on volunteer management. A training session on basic volunteer induction was also held for the Kandy branch.
- Nuwara Eliya, Kandy, Ratnapura and Matale branches were supported to convene annual general meetings with participation from 12 divisions (three divisions in each branch in pursuance with the SLRCS constitutional requirement).
- The Matale branch was assisted in establishing two new Red Cross units in Dambulla and Galewella.
- Through a participatory process, Killinochchi and Mullaitivu branches were assisted in drafting branch development plans.
- Workshops were conducted on the roles and responsibilities of division and unit level governance (Galewela, Dambulla and Raththota divisions) in Matale.
- Training on good governance was held for SLRCS divisional level office bearers in Ratnapura, Matale and Nuwara Eliya.
- Mid-year progress review meetings were held in Matale, Kandy, Ratnapura and Nuwara Eliya to discuss progress, challenges and the way forward.
- In Matale, three unit committees were trained on the maintenance of non-financial records.
- Income generation project committees were formed in Galewela, Raththota and Dambulla divisions in Matale. Each division held initial discussions and are now developing fundraising plans. The Ratnapura division has initiated a home-based care service as part of its income generation effort. The Nuwara Eliya branch is assisting its divisions in developing commercial first aid capacity.

The programme also has supported various skills development training for SLRCS volunteers at divisional level:

- In Nuwara Eliya, volunteers were trained in water sanitation and hygiene
- In Kandy, volunteers were given English language classes.
- In Ratnapura, SLRCS started a three-month computer skills development training in Embilipitiya and Ayagama divisions. A total of 30 volunteers were trained in disaster response.
- In Matale, a three-day refresher training in disaster response was conducted. Ten staff members and five volunteers attended the computer courses.
- In Killinochchi and Mullaitivu, volunteers attended a five-day basic training in disaster management.

SLRCS community service work include:

- In Kandy, basic first aid training was conducted in Gampola division for 35 monks in a local temple at Gampola. The temple is a meeting place for Gampola division volunteers and members.
- In Nuwara Eliya, SLRCS branch in collaboration with the zonal education authorities and local police motor traffic department, provided training on road safety for students from seven local schools. Two first aid training programmes were conducted for 100 local policemen. Road safety messages were posted by divisional volunteers at accident prone areas. The branch trained 300 families in home gardening in an effort to improve their nutrition status. The branch also organized sports competition in two schools. The two divisions celebrated the World Elders' day by organising a cleaning campaign in an elders home and distributing food and gifts.
- In Matale, two school Red Cross circles were established by Galewela division, and registered 30 students in each school as Red Cross members. Three new schools units were established by Raththota division. Red Cross dissemination trainings were conducted for 30 Red Cross junior members who were recruited in each circle. A blood donation programme was organized by Dambulla division in collaboration with the Matale Blood Bank. Galewella divisional volunteers renovated a community centre which serves as a preschool, an office for the Grama Niladhari and as the Samurdhi office (village level government administrative officers). Dambulla divisional volunteers conducted a community service at a local school, where they cleaned a well providing water to 2,500 children. The Dambulla division also constructed a community well with participation of community and divisional volunteers. The well was constructed in the area where the community previously travelled more than 2 km for drinking water. The well presently provides water to some 20 families living in the area. In addition, Dambulla division organized a hike for 51 youth volunteers and nine members of the division in an effort to promote environmental protection. The Matale branch organized a 'positive thinking' awareness session for students in Raththota in the run up to Ordinary Level examination. In October 2011, SLRCS implemented an awareness programme on post-harvest management for 100 vegetable farmers and sellers in Dambulla division, where recent assessment showed farmers lose about 30 per cent of their crops due to poor post-harvest management. The programme offered new opportunities to the branch to develop a partnership with the Technology Division of Department of Agriculture as well as local business community.
- In Ratnapura, Ayagama division volunteers conducted HVCA assessment in Galatura school, which will be used for planning and supporting risk mitigation activities. In Ayagama division, SLRCS helped replace community water pipes with contribution from local population, and conducted two junior first aid training programmes. A school circle was established by Ratnapura division and 50 junior Red Cross (youth) members were enrolled. First aid volunteers were mobilized during all major religious festivals, which attract large number of people. The Ratnapura division also constructed a toilet in a local temple which is being used by the division as a meeting place.

These community service initiatives are empowering SLRCS branches and served as a conduit for SLRCS divisions and units to expand their grassroots presence and strengthen its community roots.

## Outcome(s)

### Branch building construction and procurement

SLRCS branches own adequate space to conduct service delivery activities and administrative functions. Providing a conducive environment for the volunteers and branch management to work in as well as an opportunity to utilize available additional space for income generation purposes.

## Achievements

During this reporting period, four special technical committees were held to review progress and issues of branch and division building projects, which are captured in the table below:

**Table 2: SLRCS branch building - progress**

Branch	Status
Ratnapura branch building (construction)	Construction completed. SLRCS branch planning to move into the new premises in December 2011.
Matale branch building (procurement and renovation)	Premises procured. Renovation works ongoing; expected to be fully completed by 31 December 2011.
Nuwara Eliya branch building (procurement and renovation)	Premises identified through a tender process. Procurement to be finalized in December 2011.
Mannar branch building (construction)	All paper work completed and renovation works have started and expected to be completed in 2012.
Kandy division building in Kundasale (construction)	50 per cent of construction works has completed and the remaining works will be complete by end of February 2012.
Nuwra Eliya division building in Walapone (construction)	Land purchased by SLRCS. Construction works to commence in late December 2011.
Ratnapura division building in Ambilipitiya (procurement and renovation)	Building selected through a tender process and procurement to be finalized in December 2011.
Matale division building – Galewela (procurement and renovation)	Procurement completed. Minor renovation works initiated, which are expected to be completed by 31 December 2011.

## Outcome(s)

### Planning, monitoring, evaluation and reporting (PMER) capacity building

A comprehensive PMER system is in place and staff capacities are developed at all levels of the organization.

## Achievements

- A national OD plan was drafted through a three-day consultative workshop involving representatives from all 25 branches of SLRCS.
- A workshop on constitutional roles and responsibilities was held for central governing board members.
- A booklet on SLRCS re-engineering process was printed and distributed among SLRCS partners.

## Outcome(s)

### Finance development

Improved SLRCS financial, logistics management and reporting systems, and increased transparency, accountability and compliance with relevant statutes, policies and accounting standards in Sri Lanka through awareness raising at all levels.

## Achievements

The project provides salary support to three SLRCS finance staff (an accountant, a book keeper and an assistant) in an effort to strengthen SLRCS finance management capacity.

## Outcome(s)

### **Image building, communication capacity development and networking**

SLRCS is positioned as a leading humanitarian agency in Sri Lanka.

## Achievements

The organizational development programme supported a workshop for Red Cross staff and journalists from Sri Lankan news media (print, radio and television) on reporting in times of disaster. The workshop provided participants with a forum to openly discuss challenges they faced in their work and their perceptions of media and humanitarian work. Sessions on SLRCS led to several requests from journalists to visit Red Cross programme sites to learn more about our work.

## Constraints or Challenges

The separation of governance-management functions and empowerment of branches are a core part of the re-engineering process, which will define the success of the ongoing reforms. For an effective and efficient service delivery, SLRCS will need to strengthen its PMER capacity, which entails developing systems, guidelines, and enhancing discipline at all levels. This will be one area of IFRC support during the coming years. With international focus shifting to other emergencies, it will be vital for SLRCS to define the core structure, programmes and crucially, its identity, the core self of the organization decreasing gradually its dependency on international funding and exploring new partnerships tapping increasingly into local resources. This will be a searching and challenging task, and partner support will be important during this difficult transition period for the National Society. Equally crucial for SLRCS will be creating a mechanism to attract and sustain sufficient and highly competent staff and volunteers. Heavy cuts in human resource as part of the re-engineering process had affected the implementation capacity of the National Society over the last couple of years. With international funding depleting, SLRCS has failed to retain many of its competent people due to other organizations that offer better salaries.

## Working in partnership

The IFRC country office in Sri Lanka is made up of four international delegates – a country representative, a programme coordinator, two water and sanitation delegates, and technical experts in disaster management, organizational development, communications/media relations and PMER supported by experienced finance, administration, IT and logistics teams (80 national staff in place currently with plans to reduce the number further to 40 by the end of 2011).

The IFRC country office's mission is to inspire, encourage, facilitate and promote humanitarian work of SLRCS with a view to preventing and alleviating suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the country.

IFRC uses its relationship of trust with SLRCS. The programme staff is sharing an office and work hand-in-hand as one team complementing each others' skills and strengths to achieve the set targets. SLRCS is at a crucial cross-road. When coming out of a massive 'change process,' insecurities and uncertainties arise, IFRC plays a role in reassuring, coaching and motivating. With a skeleton in-country structure, the country office will be increasingly relying on technical support from SARD colleagues.

## Contributing to longer-term impact

The programme is helping to address the needs of some of the most impoverished communities in Sri Lanka. The activities supported aim to better equip the people SLRCS is working with to adapt and cope with recurrent or prolonged disasters and crises. The programme is also helping SLRCS to become better as an

organization. It provides an opportunity to SLRCS to improve its systems, mechanisms and procedures, and to its branches to engage with the communities they spring from and to strengthen partnerships with local authorities and other actors. These relationships will be a great asset to the National Society to help it position SLRCS as an important and credible partner.

## Looking ahead

In 2008, the SLRCS president posed two questions: “Are we really harnessing the full potential of the National Society? Will programmes be able to continue once the tsunami operations are over?” The president sensed a crisis looming in SLRCS with the ending of the massive tsunami recovery operation, and in an effort to forestall it, and build a more sustainable National Society, identified the need for radical change within the organisation. As the president said, SLRCS needed “to change from a tsunami mentality and face reality”. In 2009, SLRCS embarked on the ‘re-engineering’ process, the goal of which was to prepare SLRCS for organisational change and enable it to effectively and efficiently manage the transformational rather than incremental change with completion of tsunami projects, implementation of the National Society five-year development plan, addressing the challenges of a complex internally displaced people operation, and bringing together other stand-alone interventions. Ultimately, the purpose of this process was to lay the foundation for a new and innovative organisation – a well-functioning National Society able to execute its new vision and mission to provide humanitarian services to vulnerable communities in Sri Lanka. In line with the re-engineering process, SLRCS has downsized by at least 70 staff, and IFRC plays a crucial role in ensuring Phase 3 of this process.

In the last three years, SLRCS has undergone a tremendous change and it is at an important junction in its history. With international focus shifting to other emergencies, it will be vital for SLRCS to define the core structure, programmes and crucially, its identity, the core self, decreasing gradually its dependency on international funding and exploring new partnerships tapping increasingly into local resources. This will be a searching and challenging task, and partner support will be important during this difficult transition period for the National Society.

The National Society has a young and dynamic management committed to transform this organization into an effective, efficient and relevant partner of the people in need. The needs are ever expanding. Despite Sri Lanka’s robust economic and health indicators, significant challenges remain. Too many people still do not have a place to call their home. Too many people continue to be affected by preventable diseases. Under nutrition such as wasting and stunting remains a major area of concern. Sri Lanka also grapples with frequent outbreaks of mosquito-borne diseases such as dengue. Vulnerabilities are exacerbated by seasonal floods and landslides, the tendency and frequency of which have increased significantly during the last two decades as a result of the global climate change.

SLRCS is helping internally displaced persons (IDPs) in the north to return home. In July 2011, the SLRCS President inaugurated a water supply system in Ampara, a neighbouring district to Batticaloa, which brings safe water to 75,000 people. Without exaggeration, Red Cross volunteers were the heroes of the recent flood response operation helping the injured and those trapped by the treacherous floodwaters to escape to the safety. Now that the immediate life threat is gone, the families are facing a stark reality of rebuilding their shattered lives. Truly humbling stories are emerging and IFRC encourage all partners to read them on the SLRCS website at <http://www.redcross.lk/>.

SLRCS capacities, however, are spread uneven and much of what was gained through years of tsunami response has been lost. Maintaining qualified staff in the last two years has been a challenge for the National Society as many branches have recently recruited new staff members. They have youth vigour to drive the programmes forward. But the SLRCS branch staff members will need support and guidance to grow. The plans for the coming years seek to build on the past achievements and lessons learned from the pre-, during and post-tsunami realities and the work we are presently doing highlighted the unmet needs of so many people. SLRCS is prioritizing a holistic approach that integrates traditional health prevention, disaster preparedness and risk reduction to build safety and resilience of the most vulnerable communities in the country. The commitment to integration is articulated in the National Society five-year development plan and provided a solid platform from which SLRCS can start implementing its vision.

## How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

## Contact information

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Please send all funding pledges to [zonerm.asiapacific@ifrc.org](mailto:zonerm.asiapacific@ifrc.org).

[<financial report below; click to return to title page>](#)

# International Federation of Red Cross and Red Crescent Societies

MAALK002 - Sri Lanka

Annual Report

Selected Parameters	
Reporting Timeframe	2011/1-2011/11
Budget Timeframe	2011/1-2011/12
Appeal	MAALK002
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>A. Budget</b>	1,015,676	362,835	1,264,587	0	0	2,643,098
<b>B. Opening Balance</b>	919,345	101,963	473,395	0	0	1,494,703
<b>Income</b>						
<b>Cash contributions</b>						
<i>Australian Red Cross (from Australian Government)</i>	75,497					75,497
<i>Austrian Red Cross</i>			431,000			431,000
<i>Finnish Red Cross (from Finnish Government)</i>		63,707				63,707
<i>French Red Cross</i>			43,614			43,614
<i>Hellenic Red Cross</i>	-709					-709
<i>Japanese Red Cross Society</i>			698,750			698,750
<i>New Zealand Red Cross (from New Zealand Government)</i>		53,657				53,657
<i>Norwegian Red Cross</i>	129,134					129,134
<i>Swedish Red Cross</i>			107,639			107,639
<i>Taiwan Red Cross Organisation</i>	122,627	195,296				317,923
<i>The Republic of Korea National Red Cross</i>		109,000				109,000
<b>C1. Cash contributions</b>	<b>326,549</b>	<b>421,660</b>	<b>1,281,003</b>			<b>2,029,212</b>
<b>C. Total Income = SUM(C1..C4)</b>	<b>326,549</b>	<b>421,660</b>	<b>1,281,003</b>	<b>0</b>	<b>0</b>	<b>2,029,212</b>
<b>D. Total Funding = B + C</b>	<b>1,245,895</b>	<b>523,622</b>	<b>1,754,398</b>	<b>0</b>	<b>0</b>	<b>3,523,915</b>
<b>Appeal Coverage</b>	<b>123%</b>	<b>144%</b>	<b>139%</b>	<b>#DIV/0</b>	<b>#DIV/0</b>	<b>133%</b>

## II. Balance of Funds

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>B. Opening Balance</b>	919,345	101,963	473,395	0	0	1,494,703
<b>C. Income</b>	326,549	421,660	1,281,003	0	0	2,029,212
<b>E. Expenditure</b>	-789,246	-141,464	-887,873			-1,818,583
<b>F. Closing Balance = (B + C + E)</b>	<b>456,648</b>	<b>382,159</b>	<b>866,525</b>	<b>0</b>	<b>0</b>	<b>1,705,332</b>

# International Federation of Red Cross and Red Crescent Societies

MAALK002 - Sri Lanka

Annual Report

Selected Parameters	
Reporting Timeframe	2011/1-2011/11
Budget Timeframe	2011/1-2011/12
Appeal	MAALK002
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination		
A		B					A - B	
<b>BUDGET (C)</b>		<b>1,015,676</b>	<b>362,835</b>	<b>1,264,587</b>	<b>0</b>	<b>0</b>	<b>2,643,098</b>	
<b>Relief items, Construction, Supplies</b>								
Shelter - Relief	9,780							9,780
Construction - Housing		64,399	24,827				89,227	-89,227
Construction - Facilities		1,490	5,652				7,143	-7,143
Clothing & Textiles		1,294	3,123				4,417	-4,417
Food		18,866	1,944				20,809	-20,809
Water, Sanitation & Hygiene	22,992	2,232	9,326				11,558	11,434
Medical & First Aid		6,120	3,393	2,074			11,587	-11,587
Utensils & Tools		11,818		1,699			13,518	-13,518
Other Supplies & Services	363,451	7,217	18,055	1,770			27,042	336,409
<b>Total Relief items, Construction, Supplies</b>	<b>396,223</b>	<b>113,436</b>	<b>66,319</b>	<b>5,544</b>			<b>185,300</b>	<b>210,923</b>
<b>Land, vehicles &amp; equipment</b>								
Land & Buildings	624,477	3,657	1,630	363,882			369,168	255,308
Vehicles		11,548					11,548	-11,548
Computers & Telecom	81,143	6,219	1,190	5,265			12,673	68,470
Office & Household Equipment		1,554					1,554	-1,554
Others Machinery & Equipment	14,035							14,035
<b>Total Land, vehicles &amp; equipment</b>	<b>719,654</b>	<b>22,977</b>	<b>2,820</b>	<b>369,147</b>			<b>394,943</b>	<b>324,711</b>
<b>Logistics, Transport &amp; Storage</b>								
Distribution & Monitoring		408					408	-408
Transport & Vehicles Costs	84,280	39,418	24,373	25,768			89,560	-5,279
<b>Total Logistics, Transport &amp; Storage</b>	<b>84,280</b>	<b>39,826</b>	<b>24,373</b>	<b>25,768</b>			<b>89,967</b>	<b>-5,687</b>
<b>Personnel</b>								
International Staff	44,941	2,532	2,991	77,466			82,988	-38,047
National Staff	235,139	24,339	12,290	38,265			74,895	160,244
National Society Staff	218,723	111,111	33,488	87,006			231,606	-12,883
Volunteers		410	4,608	1,183			6,201	-6,201
<b>Total Personnel</b>	<b>498,803</b>	<b>138,392</b>	<b>53,378</b>	<b>203,920</b>			<b>395,690</b>	<b>103,113</b>
<b>Consultants &amp; Professional Fees</b>								
Consultants	38,205	9,077		4,589			13,666	24,539
Professional Fees	3,909	-1,091		3,367			2,276	1,633
<b>Total Consultants &amp; Professional Fees</b>	<b>42,114</b>	<b>7,986</b>		<b>7,957</b>			<b>15,942</b>	<b>26,172</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	418,758	157,524	10,572	37,421			205,517	213,241
<b>Total Workshops &amp; Training</b>	<b>418,758</b>	<b>157,524</b>	<b>10,572</b>	<b>37,421</b>			<b>205,517</b>	<b>213,241</b>
<b>General Expenditure</b>								
Travel	12,204	1,776	2,917	9,529			14,221	-2,017
Information & Public Relations	34,331	33,467	24,852	51,937			110,257	-75,926
Office Costs	110,956	7,113	7,315	11,954			26,381	84,574
Communications	16,388	3,754	1,014	4,640			9,408	6,980
Financial Charges	990	15,135	7,796	39,123			62,054	-61,064
Other General Expenses	110,618	18,267	1,603	5,978			25,848	84,770
<b>Total General Expenditure</b>	<b>285,487</b>	<b>79,511</b>	<b>45,496</b>	<b>123,162</b>			<b>248,170</b>	<b>37,317</b>
<b>Contributions &amp; Transfers</b>								
Cash Transfers National Societies	53,728	22,124	6,917	12,298			41,339	12,389
Cash Transfers to 3rd Parties	1,638							1,638
<b>Total Contributions &amp; Transfers</b>	<b>55,366</b>	<b>22,124</b>	<b>6,917</b>	<b>12,298</b>			<b>41,339</b>	<b>14,027</b>
<b>Operational Provisions</b>								
Operational Provisions	-18,902	158,657	-79,115	44,174			123,716	-142,618
<b>Total Operational Provisions</b>	<b>-18,902</b>	<b>158,657</b>	<b>-79,115</b>	<b>44,174</b>			<b>123,716</b>	<b>-142,618</b>

**International Federation of Red Cross and Red Crescent Societies**

MAALK002 - Sri Lanka

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**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination		
A							B	A - B
<b>BUDGET (C)</b>		<b>1,015,676</b>	<b>362,835</b>	<b>1,264,587</b>	<b>0</b>	<b>0</b>	<b>2,643,098</b>	
<b>Indirect Costs</b>								
Programme & Services Support Recov	161,316	48,128	8,499	53,910			110,538	50,778
<b>Total Indirect Costs</b>	<b>161,316</b>	<b>48,128</b>	<b>8,499</b>	<b>53,910</b>			<b>110,538</b>	<b>50,778</b>
<b>Pledge Specific Costs</b>								
Pledge Earmarking Fee		684	606	3,872			5,162	-5,162
Pledge Reporting Fees			1,600	700			2,300	-2,300
<b>Total Pledge Specific Costs</b>		<b>684</b>	<b>2,206</b>	<b>4,572</b>			<b>7,462</b>	<b>-7,462</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>2,643,098</b>	<b>789,246</b>	<b>141,464</b>	<b>887,873</b>			<b>1,818,583</b>	<b>824,515</b>
<b>VARIANCE (C - D)</b>		<b>226,430</b>	<b>221,371</b>	<b>376,714</b>			<b>824,515</b>	