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# Annual report Sri Lanka

 International Federation  
of Red Cross and Red Crescent Societies

**MAALK002**

**30 April 2012**

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

*A group of residents in Koralaipattu village  
in Batticaloa district participating in a  
dengue prevention programme  
Photo: Premalal/SLRCS*



## 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 safety and resilience are promoted and supported.
- 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 less than five years 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 raise 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 in extreme weather events and diseases as well as wider socio-economic changes.
- Refine processes and system, and diversify skill-set of its staff and volunteers 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 the 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 reengineering process.

The IFRC's 2011 programme was designed to support SLRCS in addressing its prioritized areas 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, and who are vulnerable to extreme weather events.

### Financial situation

The total 2011 budget was CHF 2,643,098. Coverage is 133 per cent while expenditure from January to December 2011 was 87.5 per cent of the total 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.

Partners	Disaster Res- ponse	Disa- ster risk res- ponse	Health	Water and sanit- ation	Organiza- -tional develo- pment	Commu- nication	HD	International disaster response law, rules and regulations	Post conflict recovery programme
Multilateral partner National Societies through IFRC:									
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
Other multilateral partners through IFRC:									
AusAID	✓								
Bilateral partner National Societies:									
Japanese RC									✓
Norwegian RC					✓	✓			✓
German RC	✓	✓	✓		✓				✓
Canadian RC			✓		✓	✓			
Other bilateral partners:									
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.

On behalf of SLRCS, IFRC would like to thank all partners for their support to this appeal.

**Context**

The International Federation of Red Cross and Red Crescent Societies (IFRC) supported the Sri Lankan Red Cross Society (SLRCS) with programmes in disaster management, health and care, organizational development and humanitarian values, in line with core programme areas highlighted in Strategy 2020 as well as in the Global Agenda Goals. Following the 2004 tsunami, a massive relief operation was launched in which the four core programmes continued to be supported, but priorities were then shifted to the huge task of restoring the lives of the tsunami-affected population. Significant construction of houses and infrastructures combined with water and sanitation as well as livelihoods components have been the largest part of the

tsunami reconstruction programme. Almost six years after the tsunami, the recovery operation is coming to a close. IFRC has refocused its support and resources towards the core programme areas in support of SLRCS's recently completed five-year development plan (FYDP). Core programme areas have continued to be part of the tsunami plan of action up to 2009, but as activities related to construction come to a close, this 2010-2011 programme plan highlights those areas that IFRC will continue to support as prioritized by SLRCS.

The National Society has been working to complete its five-year Strategic Plan and after many consultations with Movement Partners and IFRC guidance, it was completed and presented in 2009. The exercise of prioritizing the components of its FYDP has successfully taken place and has also been presented to the IFRC country and zone offices, as well as interested partner national societies through a partnership meeting held at the Asia Pacific zone office. Taking into consideration the improved capacity of this National Society as a result of the implementation of the tsunami operation, it is expected that a significant number of people in Sri Lanka will benefit from the programmes in the four core areas throughout these two years.

In response to the humanitarian situation triggered by the recently concluded conflict in country, SLRCS, in partnership with the Red Cross Red Crescent Movement partners, set out an integrated programme to support the resettlement and recovery of the displaced population with a total budget of CHF 5.8 million. The SLRCS operation focuses on providing assistance to returning IDPs through the construction of 2,202 houses, repair of 1,200 damaged houses, provision of health and care services, restarting household livelihoods, and building resilience of communities over the next two years. The National Society has received bilateral contributions from a number of partner national societies in support of its programme.

## 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 (DRR) 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)

#### **Community Based Disaster Risk Management (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 and capacity assessment (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

With the completion of the community selection process and initiating the community work in the field, community-mobilizing activities were organized in all 20 Grama Niladari Divisions (GNDs). These included cleaning-up activities to prevent dengue, tree planting to reduce erosion as well as the renovation of community meeting halls. Mobilizing activities were facilitated by SLRCS branches, divisions and project teams to build good rapport with the communities, introduce the project to community members as well as to help encourage participation in these activities.

With the participation of community members, risk assessments were conducted in the 20 communities. In the risk assessment process, 178 community volunteers were trained on HVCA. They facilitated the HVCA in their respective communities together with the project team. The analysis in the HVCA process helped in identifying key measures to be taken to reduce the risk in each community and formulate village DRR plans. In each community, a village disaster management committee was formed to lead the implementation of the risk reduction initiatives.

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 times 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, early warning dissemination 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). The project also facilitated communities to identify safe evacuation routes and places, and develop evacuation plans. In order to test the evacuation plans and effectiveness of trained community response teams, mock drills were organized in the community. The project also facilitated village disaster management committee (VDMCs) to develop community contingency funds that will help them to initiate and sustain the disaster response in times of emergencies.

Parallel to community initiatives, school disaster management activities were conducted in 20 schools. School principals, teachers and students were oriented on the school safety programme and national guidelines on school safety. Forty teachers were trained on planning and implementing the school-safety activities. Trained teachers facilitated risk assessments in the schools. 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. Mock drills were conducted in the schools to test the effectiveness of emergency response plans developed in the schools.

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 first quarter of 2012 to encourage an inclusive process and a wider dissemination and usage of the translated curriculum.

## Outcome(s)

### **National Disaster Management**

The National Disaster Management (NDM) project under the programme component 2 focused on strengthening SLRCS's response capacity through developing contingency plans, further developing response teams and staff/volunteer skill and capacity development trainings.

The NDM project was implemented at the national level with special focus on Matale, Nuwara Eliya, Rathnapura, Gampaha, Puttalam, Kegalle, Badulla, Matara, Trincomalee, and Kurunegala branches. Branch-level contingency plans for floods were developed for Matale, Rathnapura, Gampaha, Nuwara Eliya, Puttalam, Kegalle, Badulla and Matara branches. The development process involved consultations with local authorities to collect relevant data and involvement of key branch personnel who provided substantial inputs to formulating the plan.

National-level contingency plans for flood and dengue were also drafted through a participative approach with technical support of the IFRC South Asia regional office (SARD). A three-day workshop was conducted allowing a cross-section of national headquarter/branch staff, volunteers and governance to provide inputs to the plan. The plans will be activated when the need arises and updated on a regular basis.

Following up the contingency planning process, a second three-day workshop was conducted in Colombo to review the SLRCS response framework and finalize SLRCS's 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 SARD.

During the year, staff and volunteers were trained in various aspects of disaster response and are readily available to engage in disaster response activities. This included the branch disaster response team (BDRT) induction training in Kurunegala and Puttalam districts, where 57 staff and volunteers were trained. BDRT refresher training for 30 staff and volunteers was conducted in the Matale branch. Twenty staff and volunteers followed the national disaster response team (NDRT) induction training, while an additional 16 from the NDRT

pool were trained on conducting health assessments – identifying and addressing health needs in the field. To support the strengthening of the regional disaster response team (RDRT), four National Society staff/volunteers and seven delegation staff participated in the RDRT induction/water and sanitation/shelter/logistic/training of trainers (ToT) trainings.

BDRTs and a district disaster response team (DDRT) were equipped with response gear and a specialized BDRT training on health and DDRT.

### Constraints or Challenges

The floods and landslides which affected Matale and Nuwara Eliya districts in January and February 2011 posed many difficulties in organizing community activities in the field. During the first quarter of the year SLRCS was heavily engaged in responding to the severe floods which affected most parts of the country. As a result, the branch and headquarters staff were unable to implement the planned activities. As a result, the project activities had to be put on hold until the situation returned to normal. To overcome this issue, activities were prioritized and efforts were made to review the plan of action (PoA) to expedite the programme implementation.

High staff turnover in SLRCS had been a major challenge throughout the year. There were delays in transferring funds from national headquarters to the field due to incomplete cash requests and settlement of working advances. This delayed the implementation of planned field activities. These issues were discussed by both SLRCS and IFRC programme and finance teams in the progress review meetings. Project coordinators were briefed continuously and monitored closely to ensure the settlements sent were timely and comprehensive.

## 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 implemented 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 the community people's 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 2km canal to contribute to the eradication of dengue and distributed 20 garbage bins 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. In an effort to support livelihood needs in the targeted villages and to empower the community, SLRCS constructed a rice mill as prioritized by the communities themselves through a series of consultation meetings/discussions. The rice mill serves the entire village population and is being managed by the Rural Development Society (RDS). The availability of the mill in the village saves 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 be saving on very costly transportation cost to the nearest mill, which is several kilometres away. With savings, families are able to prioritise other needs. SLRCS is promoting small gardens and poultry to help families improve their nutrition status.
- SLRCS committed tremendously for the operation of Blood Bank in Teaching Hospital, Batticaloa. Seven blood donor recruitment camps were organized by SLRCS during 2011. During the project period, SLRCS recruited over 250 donors contributing to 60 per cent of the local blood bank needs

according to the teaching hospital interviewed by SLRCS and IFRC programme staff during a monitoring visit to the district. Certificate of appreciation was awarded to donors who donated blood more than five times and mementos were handed over to volunteers who donated blood more than eight times. In order to strengthen the operations of the mobile blood bank unit, the SLRCS donated medical equipment and furniture.

- 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 diarrhoeal 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 checkup.
- 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 affected the implementation capacity of the National Society. In July 2011, both the CBHFA project coordinator and the branch executive officer resigned and there was a gap of several weeks before new people were recruited. The new project manager started late August whereas a new branch executive officer (BEO) started on 1 September 2011.
- **Floods:** On top of all woes, devastating floods in early 2011 diverted attention for several months from ongoing projects. The emergency needs of the flood affected population demanded full attention and HR resources of SLRCS to respond. Floods were described by many local residents as the worst since the 2004 tsunami.
- **Volunteer management capacity/practice:** The heart and soul of CBHFA are volunteers, who play a key link between SLRCS and the local communities, and their active participation and 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 analyze baseline or end line 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 organization development (OD) programme cross-cuts strategic aims 1, 2 and 3 of Strategy 2020 through building a strong National Society, and Global Agenda Goal 3 (increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability) in support to the SLRCS five-year development plan 2009-2013. Guiding and supporting the development of the National Society is the fundamental tasks of OD.

In the last year, the SLRCS and IFRC OD department supported the following key areas:

- Community infrastructure development and capacity building.
- Governance management and systems development (GMSD).
- Youth development.
- Branch building construction.
- PMER development.
- Communication development and image building.
- finance development (salary support).

## Outcome(s)

### Community infrastructure development and capacity building programme

1. Developed self-sustainable SLRCS local structures and other local structures that helped facilitate community-level service delivery mechanism.
2. SLRCS local structures and other local structures are self-financed to facilitate community-level service delivery mechanism.

## Achievements

The programme focused on strengthening the grass roots level structures of SLRCS in four districts – Ratnapura, Matale, Nuwara Eliya and Kandy. This began with the appointment and where they were already established, the capacity building of division committees and unit committees through a series of trainings from Red Cross dissemination to good governance to community based organisational management. The selections of these committees were completed in adherence to SLRCS's constitutional requirements. The divisions and units were supported to develop community action plans in line with the needs of their communities and these plans were then reflected in the branches' annual plans. Alongside this was the development of teams of multi-skilled volunteers for the 12 divisions who would implement the community action plans. These volunteers were provided with various health and DM trainings in order to meet the needs of the communities. For example, the volunteers of divisions under Matale branch constructed a common well which provided drinking water to 30 families in a community. In Ratnapura branch, volunteers constructed a common bathing site for the residents of one of their divisions. In Nuwara Eliya billboards carrying road safety messages were put up along the main roads and road safety units were established in 20 schools.

Meanwhile in Kandy, the volunteers conducted a dengue prevention campaign. In order to ensure sustainability of work in these selected division and communities, the respective branches were supported to design viable business plans and small-scale income generation projects that would provide enough money to

cover the costs of these activities. This was done through a series of fundraising and finance management trainings as well as through technical support for developing the plans and the provision of seed money. The final report of the programme will look at the effectiveness of these income generation endeavours.

At the start of the programme, division committees were encouraged to locate inexpensive office space for them to work from. The programme provided them with basic office furniture for this space. They were also shared pre-requisites for the construction or procurement of permanent office space as the programme was able to support four division buildings (one per district). Once completing the pre-requisites, the divisions were invited to compile a report showing reflecting this along with their request for a permanent office space. The funding was awarded on a 'first come first serve' basis to divisions that submitted completed reports. Four divisions were selected by the national headquarter (shown below) in this way and their construction/procurement progress is as follows:

Matale District Galewela division building procurement and renovation	Procurement and renovation	<ul style="list-style-type: none"> <li>Completed in December 2011</li> </ul>
Kandy District Kundasale division	Construction	<ul style="list-style-type: none"> <li>75% of the construction was completed by December 2011. Expected completion date March 2012</li> </ul>
Nuwara Eliya District Division building (Walapane)	Construction	<ul style="list-style-type: none"> <li>The branch (with some support from national headquarter) was procured land from the government.</li> <li>Construction due to begin on the 1 February 2012 and the building completed by June 2012</li> </ul>
Ratnapura District (Ambilipitiya division)	Construction	<ul style="list-style-type: none"> <li>Procurement process was begun and the selected properties were either too expensive or the property title was not clear. Due to this the project was carried forward to 2012 for completion by May.</li> </ul>

## Outcome(s)

### Governance management and systems development programme

A professional 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

The training centre of the SLRCS' Learning Management Unit (LMU) was completed in January (a space in SLRCS national headquarters was refurbished for this purpose). The first function of the training unit was to conduct English language classes for two batches of SLRCS staff. Over April and May the SLRCS closed its national headquarters office on T.B Jayah Mawatha, moving all staff to the new headquarters at the 'White Building'. As a result the training unit was closed. The remaining English language classes were held at the 'White Building'.

The SLRCS' 180-day programme came to an end in March 2011. The National Society appointed a review committee to visit each branch and assess their progress against the plans which they developed in the initial meeting in 2010. A final report was compiled and recommendations shared with all stakeholders. The programme provided some funding as well as technical and coordination support at various stages of this process. At the request of SLRCS the programme provided support to Gampaha, Kegalle, Nuwara Eliya and Matale branches for the income generation programmes they designed as part of their 180-day plans.

The programme supported the OD planning workshop held in May 2011. This planning workshop brought together two representatives (management and governance) from each of the SLRCS's 25 branches. The branches brought with them OD plans for 2011-13 which they had developed using templates that were sent out by national headquarters prior to the workshop. The goal of the workshop was to prioritize the seven thematic OD areas (listed out in the FYDP) through a collaborative process in order to come up with a more focused national plan. It is also a result of SLRCS moving towards a more systematic and timely planning system. Based on branch votes, SLRCS will prioritize community development, resource mobilization, volunteer and youth development, and governance management and systems development for 2012-13. The branches revised the plans they had brought with them based on these four priority areas and the finalized plans were submitted to national headquarters in July. National headquarters completed a national-level plan based on the plans received from the branch. This information in turn informed the OD components of the country office's long term planning framework.

To encourage SLRCS in its endeavour to move towards self-sustainability, a Regional Fundraising Seminar was held in Sri Lanka from 9-13 May 2011. There were 10 participants from SLRCS and six international participants representing the Afghanistan, Pakistan, Bangladesh, Nepal and Philippine national societies.

The SLRCS participants of this workshop took their learning to the 25 branches and supported them to develop individual fundraising plans. Of the 25 branches, 18 developed plans through participatory processes. It remains to be seen how viable the plans are and how the branches will succeed in raising sufficient funds 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, the programme supported 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 participants 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 programme also provided support to 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.

An external consultant was hired to audit the human resource, reporting structures/channels and administration system of the branch. The branch has thus far addressed the identified areas for improvement in training, coordination and filing. Though not in the reporting period, it is important to note that the branch received its certification in February 2012.

## Outcome(s)

### Youth development programme

Enhance the capacity of youth members and volunteers, to share principles and values and other Red Cross information, contribute to ongoing 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 and Kegalle. 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. Some funding was also provided to all branches prior to the national sports festival that enabled the youth to raise funds in order to cover their travel cost. The project also encouraged SLRCS to mobilize its youth for various social, media, advocacy or fundraising campaigns. Thus, international youth day was marked by SLRCS youth repairing a surgery recovery ward of the Colombo general hospital. In Puttalam, young volunteers gathered to paint the children's ward at the Chilaw hospital. Fourteen branches conducted Red Cross orientations sessions for school teachers.

The programme supported youth in all 25 branches to conduct community services in partnership with local stakeholders. This was done support youth to develop networking skills. Two groups of youth volunteers from the Hong Kong branch of the Red Cross Society of China's 'University + Humanity' project visited Sri Lanka in May and in December to share their experiences and learn about youth and volunteer activities in Sri Lanka. This team visited several villages and schools in Matale district and attended several youth programmes organized by Matale branch. In December the programme supported a leadership training for all youth coordinators. In addition, two youth leaders and the OD specialist visited the Hong Kong branch of the Red Cross Society of China to learn about the youth work being conducted there.

The youth department prepared a video documentary on the progress of SLRCS youth development during the last five years. This DVD will be used as a communication and fundraising tool. A number of activities were conducted to increase awareness of and encourage adherence to youth policies and procedures. All 25 branches were encouraged to hold youth annual general meetings (AGM) and funding support was provided for the national AGM conducted in December. The youth constitution was translated into Sinhala and Tamil and printed. Distribution of the constitution will take place in 2012.

## Outcome(s)

### Branch building construction

SLRCS's 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

### Branch Activity Status

Matale branch building procurement and renovation	Completed
Ratnapura branch construction	Completed
Nuwara Eliya branch building procurement	Completed
Mannar branch building construction	The first working advance was disbursed and construction is in progress. Completion is expected in June 2012.
Puttalam branch building - completion of ground floor	SLRCS requested support for this branch and approval was given in December 2012. Completion is expected in April 2012.

## 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 provided salary support to three SLRCS finance staff (an accountant, a book-keeper and an assistant) in an effort to strengthen SLRCS finance management capacity to deal with the volume of work being generated.

### 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 the National Society's work.

The programme additionally supported:

- The SLRCS's communication officer to attend the regional communication meeting in Kuala Lumpur.
- The printing of SLRCS planners for 2012.
- The procurement of four cameras and a printer the communication department at national headquarters.

#### **Apart from the planned programme, OD provided other support in the form of:**

Coordination support to the consultant sent by the Zone office to collect data for the Sri Lanka case study in the book 'Doing Better: Measuring The Impact Of Organisational Change Processes On Services To Vulnerable Communities'.

Technical and coordination support to the PCRCP programme in the North for:

- The development of the Killinochchi and Mullaitivu Branch plans for OD support.
- Developing and implementing the Volunteers in Action programme. The programme focuses on building a group of multi-skilled volunteers for the Killinochchi and Mullaitivu branches while simultaneously mentoring the Youth as Agents of Behavioural Change (YABC) peer educators. The peer educators facilitate sessions in trainings conducted for the volunteers of the above mentioned branches using training methodology that is more participatory and experiential. Through these sessions, they aim to promote social inclusion and emotional well-being.

### Constraints or Challenges

Establishing a PMER system has proved to be a challenge for the National Society, despite the fact that its senior management had acknowledged the need to prioritize this. The recruitment process for a Youth Project Manager was completed in May 2011 but progress remained slow and the manager resigned in December. The National Society has appointed a member of the Programme Manager Training and Development to support the youth development programme to implement activities for its final three months.

## 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 organization. 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 organizational 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 organization – 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 reengineering 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 vigor 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.

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.



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

For further information specifically related to this report, please contact:

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- Alan Bradbury (Head of Resource Mobilisation and PMER in the Zone); email: [alan.bradbury@ifrc.org](mailto:alan.bradbury@ifrc.org); phone: +603 9207 5775.

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

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

## Development Programme Financial Report

MAALK002 - Sri Lanka

Annual Report 2011

Selected Parameters	
Reporting Timeframe	2011/1-2011/9998
Budget Timeframe	2011/1-2011/12
Programme	MAALK002
Budget	APPROVED

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL	Deferred Income
<b>A. Budget</b>	1,015,676	362,835	1,264,587			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>	-1,250					-1,250	
<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>	123,887	197,302				321,189	
<i>The Republic of Korea National Red Cross</i>		109,000				109,000	
<b>C1. Cash contributions</b>	<b>327,268</b>	<b>423,666</b>	<b>1,281,003</b>			<b>2,031,938</b>	
<b>Other Income</b>							
<i>Sales</i>		83	82			166	
<b>C4. Other Income</b>		<b>83</b>	<b>82</b>			<b>166</b>	
<b>C. Total Income = SUM(C1..C4)</b>	<b>327,268</b>	<b>423,750</b>	<b>1,281,086</b>			<b>2,032,104</b>	
<b>D. Total Funding = B + C</b>	<b>1,246,614</b>	<b>525,712</b>	<b>1,754,481</b>	<b>0</b>	<b>0</b>	<b>3,526,807</b>	
<b>Coverage = D / A</b>	<b>123%</b>	<b>145%</b>	<b>139%</b>			<b>133%</b>	

## II. Movement of Funds

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL	Deferred Income
<b>B. Opening Balance</b>	919,345	101,963	473,395	0	0	1,494,703	
<b>C. Income</b>	327,268	423,750	1,281,086			2,032,104	
<b>E. Expenditure</b>	-908,793	-181,174	-1,223,892			-2,313,859	
<b>F. Closing Balance = (B + C + E)</b>	<b>337,820</b>	<b>344,538</b>	<b>530,589</b>	<b>0</b>	<b>0</b>	<b>1,212,947</b>	

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Programme	MAALK002
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All figures are in Swiss Francs (CHF)

## III. 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>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		33,721	5,652	371			39,745	-39,745
Clothing & Textiles		7,269	3,123				10,391	-10,391
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		24,024	3,393	2,074			29,491	-29,491
Utensils & Tools		19,030		1,699			20,729	-20,729
Other Supplies & Services	363,451	17,534	18,055	4,290			39,879	323,572
<b>Total Relief items, Construction, Supplies</b>	<b>396,223</b>	<b>187,075</b>	<b>66,319</b>	<b>8,434</b>			<b>261,828</b>	<b>134,394</b>
<b>Land, vehicles &amp; equipment</b>								
Land & Buildings	624,477	10,014	1,630	583,772			595,415	29,061
Vehicles		11,548					11,548	-11,548
Computers & Telecom	81,143	7,315	1,190	10,543			19,048	62,094
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>30,431</b>	<b>2,820</b>	<b>594,315</b>			<b>627,566</b>	<b>92,088</b>
<b>Logistics, Transport &amp; Storage</b>								
Distribution & Monitoring		716					716	-716
Transport & Vehicles Costs	84,280	46,896	25,207	27,032			99,134	-14,854
<b>Total Logistics, Transport &amp; Storage</b>	<b>84,280</b>	<b>47,611</b>	<b>25,207</b>	<b>27,032</b>			<b>99,850</b>	<b>-15,570</b>
<b>Personnel</b>								
International Staff	44,941	2,532	11,398	84,477			98,406	-53,465
National Staff	235,139	26,832	13,674	41,822			82,328	152,811
National Society Staff	218,723	134,690	34,584	101,506			270,780	-52,057
Volunteers		410	4,754	1,183			6,347	-6,347
<b>Total Personnel</b>	<b>498,803</b>	<b>164,464</b>	<b>64,410</b>	<b>228,987</b>			<b>457,861</b>	<b>40,942</b>
<b>Consultants &amp; Professional Fees</b>								
Consultants	38,205	10,986		4,589			15,575	22,630
Professional Fees	3,909	-1,091		3,367			2,276	1,633
<b>Total Consultants &amp; Professional Fees</b>	<b>42,114</b>	<b>9,895</b>		<b>7,957</b>			<b>17,851</b>	<b>24,263</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	418,758	206,482	10,572	44,443			261,497	157,261
<b>Total Workshops &amp; Training</b>	<b>418,758</b>	<b>206,482</b>	<b>10,572</b>	<b>44,443</b>			<b>261,497</b>	<b>157,261</b>
<b>General Expenditure</b>								
Travel	12,204	1,803	3,691	8,953			14,448	-2,244
Information & Public Relations	34,331	57,117	25,201	64,802			147,120	-112,789
Office Costs	110,956	9,177	7,375	15,919			32,471	78,484
Communications	16,388	4,265	1,104	5,303			10,672	5,716
Financial Charges	990	9,525	7,210	38,335			55,070	-54,080
Other General Expenses	110,618	22,488	1,603	5,981			30,072	80,546
<b>Total General Expenditure</b>	<b>285,487</b>	<b>104,376</b>	<b>46,184</b>	<b>139,294</b>			<b>289,854</b>	<b>-4,367</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	79,423	-55,209	80,087			104,301	-123,203
<b>Total Operational Provisions</b>	<b>-18,902</b>	<b>79,423</b>	<b>-55,209</b>	<b>80,087</b>			<b>104,301</b>	<b>-123,203</b>

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### III. 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>2,643,098</b>	
<b>Indirect Costs</b>								
Programme & Services Support Recov	161,316	55,372	10,869	74,285			140,527	20,789
<b>Total Indirect Costs</b>	<b>161,316</b>	<b>55,372</b>	<b>10,869</b>	<b>74,285</b>			<b>140,527</b>	<b>20,789</b>
<b>Pledge Specific Costs</b>								
Pledge Earmarking Fee		840	785	5,360			6,986	-6,986
Pledge Reporting Fees		700	2,300	1,400			4,400	-4,400
<b>Total Pledge Specific Costs</b>		<b>1,540</b>	<b>3,085</b>	<b>6,760</b>			<b>11,386</b>	<b>-11,386</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>2,643,098</b>	<b>908,793</b>	<b>181,174</b>	<b>1,223,892</b>			<b>2,313,859</b>	<b>329,239</b>
<b>VARIANCE (C - D)</b>		<b>106,883</b>	<b>181,661</b>	<b>40,695</b>			<b>329,239</b>	