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# Sri Lanka

## Mid-Year Report against Long Term Planning Framework

 International Federation  
of Red Cross and Red Crescent Societies

**MAALK002**

**7 September 2012**

**This report covers the  
period 1 January 2012 to  
30 June 2012**

*Community people engaged in  
participatory risk mapping exercise  
facilitated by SLRCS in Pahala  
Athuraliya, Matara district.  
Photo: SLRCS.*



## Overview

The programme has kicked-off with a good level of funding and with new funding arrived recently, we should be able to complete most of the activities planned for the year one. The reporting period has seen a number of projects completed and new interesting initiatives launched. We have successfully completed the floods recovery operation and a community-based disaster risk management (CBDRM) project. An independent evaluation commended the remarkable achievements of the Sri Lanka Red Cross Society (SLRCS). Strong community awareness and preparedness have been cited for successful evacuation of more than one million Sri Lankans after a tsunami alert in April 2012 was triggered by an 8.6 magnitude earthquake off the west coast of Sumatra in Indonesia. SLRCS has also completed another cycle of its organizational development programme which focused on empowering the grassroots Red Cross structures. In an effort to strengthen resilience of vulnerable communities, SLRCS has launched an Integrated Project for Community Safety and Resilience (IPCR) in 25 most vulnerable communities with a plan to expand to additional 25 communities in September 2012. To address gaps in SLRCS preparedness for disasters, SLRCS has initiated a review of its disaster response framework. The review is happening at various levels through a participatory process. In an effort to empower SLRCS teams and individuals involved in preparing for and responding to disasters, a number of training events have also been organized.

## Working in partnership

The International Federation of Red Cross and Red Crescent Societies (IFRC) is grateful to its partners who have contributed to IFRC programmes and projects in Sri Lanka: the Australian Red Cross, the Norwegian Red Cross, the Japanese Red Cross, the Taiwan Red Cross Organisation, the New Zealand Red Cross, the Swedish Red Cross and the Hong Kong Branch of China Red Cross. On 13 July 2012, IFRC signed another landmark agreement with the Government of India to reach out to more families affected by the conflict in Sri Lanka. The Project supported by the Government of India envisages construction and repair of 16,800 housing units by SLRCS, and is part of the overall commitment of the Government of India to build 50,000 houses in Northern and Eastern Provinces of Sri Lanka.

## Progress towards outcomes

### Business Line 2: “To grow Red Cross Red Crescent services for vulnerable people”

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 1: Organizational disaster preparedness</b> Enhanced SLRCS capacity to prepare for, respond to, and help communities recover from disasters and crisis.				
<b>Output 1.1:</b> SLRCS has a sustainable, efficient, effective and nationally integrated operational framework (simple and clear standard operating procedures, protocols, systems, management processes, and response/contingency plans) that meet norms of disaster response best practice.				
The formal roles and responsibilities of SLRCS are defined within the national legal framework and the country disaster response plans of the government.	No mention of SLRCS in National DM act; Incomplete recognition of SLRCS role in the draft National Disaster Response Plan	- National Disaster Response Plan - National DM Act	0	0
An effective and efficient management and coordination mechanism established to ensure an integrated approach to disaster preparedness and response.	No formal coordination group	1	1	1
SOPs and disaster response/contingency plans are refined and tested at all levels of the SLRCS.	Since 2007, a number of tools had been developed: 1) Disaster Response framework 2) Floods contingency plan 3) NDRT/BDRT curriculum	3	2	2
At least 10% of disaster affected populations are reached by SLRCS in coordination with national authorities and other organizations.	Baseline relies on actual reported affected populations	10%	0	0
SLRCS complies with minimum standards in humanitarian response (SPHERE).	n/a			
<b>Output 1.2:</b> An integrated approach to resource management for implementation of multi-sectoral disaster relief and recovery actions.				
Disaster risk reduction aspects (including assessment of changing climate risks) incorporated into disaster preparedness, response and recovery planning and practice (VCA training, SLRCS DR framework, SLRCS national contingency plan & community VCA plans).	Done ad hoc; not systematic	4	2	2

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
A sustainable human resource management system of motivation, retention and development is set up by SLRCS to ensure the response teams remain active and committed between disasters.	High staff turn-over	1	0	0
SLRCS response teams have a good mix of appropriate skills and competencies (in thematic areas relevant to SLRCS mandate and role), a gender balance and representation from different ethnic groups, cultures, and geographical areas.	No baseline	TBC upon conducting an inventory of SLRCS disaster response members and updating SLRCS database.		
Number of active volunteers available for disaster response and recovery operation has increased by 50% from 2011 baselines.	750 (30 volunteers per each of 25 branches)	1,500 (60 volunteers per branch)	0	0
Contingency stock of emergency relief items pre-positioned at strategically identified locations sufficient to provide efficient and effective emergency relief to 12,000 disaster affected families.	Incomplete set of items (from 1,000 to 9,000)	12,000 families	5,000	5,000

#### Comments on progress towards outcomes

SLRCS held a series of consultative meetings with internal and external stakeholders to refine its disaster response framework and contingency plans for floods and Dengue outbreak. To test the framework and the plans, SLRCS with technical support of SARD and IFRC Disaster Management Unit (DMU) organized a two-day national-level simulation exercise. The exercise has surfaced a number of gaps in institutional preparedness of SLRCS for disasters and discussions are ongoing with SLRCS to follow up on the recommendations of the IFRC technical team and lessons drawn through the exercise. One identified gap was information management (simple mapping of emergency response resources) and awareness of various disaster response tools available to SLRCS. Simpler SOPs and response plans for its national and sub-national (branch, district, division) teams was identified as another priority.

The head of IFRC DMU met with the SLRCS Disaster Management Policy Committee and a presentation was made covering the work of IFRC with emphasis on policy, strategy, the relationship between governance and management, and between Red Cross Red Crescent Movement and the government. The DM Policy Committee aimed to acquire knowledge on:

- Global and IFRC DM policies/strategies/framework/laws
- National DM Policies and Strategies
- Application of these policies/strategies/laws and framework in national societies and IFRC

With technical support of SARD, IFRC has also facilitated a follow-up workshop for SLRCS management team.

To ensure an integrated approach to disaster preparedness and response, SLRCS was supported to set-up a central emergency operation room and an Emergency Response Operational Committee (EROC) at the

national headquarters. The committee has eight permanent members representing various technical departments such as disaster management, health, organizational development, communications, and support services (finance, logistics).

In an effort to empower teams and individuals involved in preparing for and responding to disaster, SLRCS has also trained 27 members of its disaster response teams (BDRT) from Matara and Badulla. Eight branches have been supported to develop district level disaster response contingency plans, which will be tested through district-level simulation exercises in the second half of the year.

IFRC also is supporting SLRCS with prepositioning of a contingency stock of emergency relief items at strategically identified locations. With generous contribution of the Hong Kong branch of the China Red Cross, IFRC is arranging for the procurement of 5,000 hygiene kits, 1,600 baby kits and 5,000 kitchen sets.

Advocacy efforts continue to define a stronger role for SLRCS within the national legal framework and the country disaster response plans of the government.

**Business Line 3: “To strengthen the specific Red Cross Red Crescent contribution to development”**

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 1: Strengthening community safety and resilience</b>				
Enhanced SLRCS capacity to implement community-based approaches that increase the safety and resilience of vulnerable communities to the risks posed by natural and human-made hazards, poor hygiene, inadequate water and sanitation facilities, food insecurity, and diseases.				
<b>Output 1.1:</b> The most vulnerable communities in high risk areas have enhanced their capacities to adapt to and cope with changing patterns of risks posed by climate change, extreme weather events and diseases as well as wider socio-economic changes.				
SLRCS has developed a thorough understanding of the context in which it works, and has accurately identified the geographic areas where the risk to disaster is the highest, and where the most vulnerable communities or groups can be found.	n/a	100 communities	25	25
SLRCS has efficient and effective procedures, guidelines, systems, management processes and tools in place and operational to achieve a quality impact in integrated community-based programmes	n/a	4 (CBDRM curriculum; Integrated selection criteria; VCA training curriculum; Baseline survey)	3	3
Climate change adaptation is incorporated into SLRCS disaster risk reduction processes (assessment, planning and implementation including SLRCS information, education and communication projects and materials). 1) Baseline survey 2) VCA checklist	n/a	3	2	2

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
3) Community safety and resilience plans				
SLRCS has sufficient human resources to provide technical support and manage integrated community-based programmes.	n/a	100	25	25
As part of a wider coordinated effort, SLRCS intends to support safety and resilience in up to 100 at-risk communities in the country during the next four years.	0	100	25	25
<b>Output 1.2:</b> Targeted projects designed and implemented for high-risk groups to prevent the spread of HIV/AIDS and Sexually Transmitted Infections (STIs).				
At least 75,000 people reached through information, education and communication (IEC) work targeting high risk groups (youth, migrant workers and their spouses, textile workers, prisoners, female and male sex workers and their customers, drug users, tea estate population).	n/a	75,000	0	0
At least 50,000 people seek a voluntary counselling and testing as a result of SLRCS work (advocacy, training, referral).	n/a	50,000	0	0
At least 75 people living with HIV provided with livelihood and food support	n/a	75	0	0
In partnership with UN and other agencies, SLRCS designs and implements support projects for women exposed to violence (targeting at least 30,000 women).	n/a	30,000	0	0
<b>Outcome 2:</b> SLRCS has scaled up leadership and institutional capacities that extend reach and quality of services.				
<b>Output 2.1:</b> SLRCS has established, well-functioning grass roots level structures to ensure sustainable service delivery to the most vulnerable.				
Red Cross grassroots level structures established in 50 high risk communities (prioritised through VCA building on community resilience work of SLRCS).	At the end of 2011, SLRCS had 25 branches, 127 divisions and 399 units countrywide.	50	0	0
<b>Output 2.2:</b> Clarity and compliance on constitutional roles and responsibilities of governance and management at all levels of the National Society.				

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
SLRCS has reviewed its constitution to achieve clarity on the roles and responsibilities.	SLRCS constitution	1	0	0
Understanding of constitutional roles and responsibilities enhanced at all levels of the National Society.	n/a			
Full compliance to constitutional requirements and regulations/guidelines on the separation of roles and responsibilities of governance and management.	n/a			
SLRCS Governing Board meets the 'Characteristics of a Well-Functioning Governing Board' as set out in the National Society Governance Guidelines.	n/a			
<b>Output 2.3:</b> Improved strategic and programme planning, monitoring, evaluation and reporting capacity of SLRCS.				
SLRCS has reviewed and updated its long-term strategic plan (beyond 2013) identifying strategic issues and developing a road-map to achieve the mission and vision of SLRCS.	SLRCS strategic plan 2009-2013	1	0	0
SLRCS has developed capacity to collect and analyse data (baseline and endline) and undertake its own research to build a strong knowledge to better inform its strategic and programme planning as well as support advocacy on priority issues (through publications, materials and campaigns developed based on the research).	n/a			
PMER system and guidelines developed, skills improved and discipline enhanced at all levels.	No standard tools and templates			
A number of new break-through initiatives originating from branches.	n/a		0	0
Every year SLRCS develops and disseminates at least five case studies on its work with vulnerable communities.	n/a	20	5	5
<b>Output 2.4:</b> Improved SLRCS youth volunteer management practices with a reinforced focus on the role of				

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
youth as agents of change and basic values and attitudes towards volunteering.				
SLRCS refines a youth volunteer management system, policies and procedures.	n/a			
The number of young people volunteering for SLRCS has increased by 30% from 2011 baselines.	15,890	20,657 (30% or 4,767 increase)	0	0
Retention of youth volunteers has increased by 20% from 2011 baselines.	15,890	19,068 (20% or 3,178 increase)	n/a	n/a
<b>Output 2.5:</b> Effective and efficient financial management practices.				
Financial procedures refined to enable effective and efficient support to programmes.	A complex financial manual	1	0	0
Awareness on procedures and discipline enhanced at all levels.	n/a	50 staff members	6	6
No delays in cash transfers (from national headquarters to branches) and settlement of working advances.	Transaction details in cash transfers (from national headquarters to branches) and settlement of working advances	At least 80% of cash transfers from NHQ to branches executed within 3 days upon receipt of request	n/a	n/a
All SLRCS financial reports produced with full adherence to the reporting conditions agreed with partners.	n/a		n/a	n/a

#### Comments on progress towards outcomes

**Community-based disaster risk management project:** SLRCS have successfully completed the community-based disaster risk management project in Gampaha, Matale, Ratnapura and Nuwera Eliya. The final external evaluation of the project highlighted a significant impact by SLRCS in enhancing safety of the targeted communities. Strong community awareness and preparedness are being cited for successful evacuation of more than one million Sri Lankans after a tsunami alert was triggered by an 8.6 magnitude earthquake off the west coast of Sumatra in Indonesia. The evaluation recommended expanding the focus of future CBDRM programmes beyond community safety to resilience through a stronger integration. SLRCS has incorporated the lessons learned in its new Integrated Project for Community Safety and Resilience (IPCR) which was launched in January 2012. The SLRCS has reorganized how it works (starting from within by shattering sectoral boundaries) and focused on the process- adjusting tools, retraining its staff and volunteers, dedicating more time to community consultations and focusing on a holistic multi-sector approach, which has shaped the IPCR project (see below). We have also produced a documentary on SLRCS CBDRM approach and have developed six case-studies on lessons learned for wider dissemination within and outside the RCRC Movement.

**Integrated Project for Community Safety and Resilience (IPCR):** The project started in 25 communities in five districts which were selected through VCA. SLRCS aim is to reach 100 communities over a span of four years. The communities we are working with are mixed- urban and rural, each with their peculiarities requiring a tailored approach. The project is well on schedule and can already boast some remarkable achievements. All staff have been recruited (5 district coordinators, 10 divisional coordinators, 10 community

mobilisers and 25 volunteers in each district) and trained in integrated community based-approach and risk assessment. The training curriculum integrates basic components of CBDRR and CBHFA, as well as livelihood assessment methodologies and incorporates climate change adaptation guidance. A total of 150 staff and volunteers were trained in the five districts, of which 100 were women and girls.

Following the training, SLRCS organized a stakeholder meeting in each district to encourage inclusive and participatory processes. During the reporting period, SLRCS have completed three VCAs in three of 25 target communities. A gradual approach has been adopted to allow sufficient time to pilot, adjust, test and refine the methodology learning from experience and incorporating lessons into the work. Earlier in the year, SLRCS with support from SARD hosted a ten-day VCA field school for 14 members representing SLRCS as well as other National Society's representatives. The trained staff and volunteers are involved in facilitating the VCAs under the IPCR. A significant effort has been also made to improve the baseline survey tools and process. An integrated baseline survey was conducted in all 25 communities prior to embarking into VCA, whereby 844 households were sampled.

The approach adopted by project is new for the SLRCS and because it is new, it has been a challenging yet exciting experience. It has brought together DM, health and OD project staff previously confined to DM, health and OD project boundaries, into one integrated team pooling diverse knowledge and experiences. The project is redefining different community based approaches/tools to build one common approach. A great achievement has been an integrated community selection criteria, baseline questionnaire and integrated VCA guidelines. The process has been a learning journey for the team and we are discussing ways to document it as case studies both for the SLRCS but also other National Societies in the region and beyond.

SLRCS in partnership with the Ministry of Disaster Management is also leading a multi-agency collaborative initiative, which aims to standardize the CBDRR curriculum by contextualizing IFRC global tools. A series of workshops and working group meetings were held to be followed by a final workshop later in the year.

Another cycle of the organizational development programme (June 2010 to March 2012) has been completed. The final external evaluation highlighted the importance of empowering the grassroots structures. The programme supported four SLRCS branches in Matale, Kandy, Ratnapura and Nuwara Eliya. Strengthening their sustainability has been a vital element of the programme by ensuring the targeted divisions had their own building to operate from (to reduce rental cost), and have improved community mobilization, income generation, communication, and partnership development skills. The programme also supported a series of training/capacity building events to empower youth members of SLRCS. A major achievement has been the revision of the SLRCS youth constitution. Kandy, Matale and Rathnapura branches have established permanent Red Cross divisional service delivery centers. All twelve targeted divisions initiated a range of community services such as small scale community construction projects (water pipe systems, bridges, toilets). These projects were developed and implemented with participation and support of communities. Seven divisions have started small scale income generating projects, while the remaining five divisions are included in the branch-initiated schemes. The viability of the income generation projects is yet to be measured. Awareness sessions were also held on SLRCS constitution for the selected SLRCS divisions in Matale, Ratnapura, Nuwara Eliya and Kandy.

Under the Integrated Project for Community Safety and Resilience (IPCR), SLRCS has recruited and trained a total of 125 volunteers (five in each of the 25 targeted community) who are interested in actively supporting its IPCR project. Guideline has been developed to facilitate the branch level community structure formation. Preparations are ongoing for the YABC training to promote new approaches to youth engagement in SLRCS work and planning for the impact review of the re-engineering process has also been initiated. In line with the re-engineering process, SLRCS capacity has downsized by at least 70 staff, and IFRC plays a crucial role in ensuring Phase 3 of this process. SLRCS's President has approached the in-country Movement partners with a proposal to establish a mechanism to review the status of implementation and to have a constructive plan of action to complete the re-engineering process.

Six of 10 branch building construction projects have been completed (including in Matale, Kandy, Ratnapura, Nuwara Eliya, Trincomalee and Puttalam); In four branches (Jaffna Point Pedro divisional building, Mannar, Ratnapura and Nuwara Eliya) construction works are ongoing. Some branches have started to generate income through rental of space.

**Business line 4: “To heighten Red Cross Red Crescent influence and support for our work”**

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome 1:</b> SLRCS is respected and recognized as a neutral and impartial humanitarian actor voicing support for the needs and aspirations of vulnerable communities.				
<b>Output 1.1:</b> SLRCS has reformed its legal base to strengthen its auxiliary role to the government of Sri Lanka.				
SLRCS systematically engages with the government to increase awareness of its work, mandate and the Fundamental Principles.	n/a		Ongoing humanitarian diplomacy	
SLRCS auxiliary role defined within the national legal framework.	No RC law	SLRCS auxiliary role defined within the national legal framework	0	0
SLRCS role and contribution is recognized in the Government's National Response and Contingency Plan (NCP) and National Disaster Management Plan (NDMP).	0	2	0	0
<b>Output 1.2:</b> SLRCS has an affective communications, relationship management and resource mobilization strategy and capacities that strengthen visibility and understanding of SLRCS work and inspire diversified contributions that match the scale of humanitarian challenges.				
A quality resource mobilization strategy developed based on a thorough analysis of funding trends, donor government and private business) strategies, and new partnership opportunities.	No strategy articulated	1	0	0
SLRCS staff and volunteers have been trained to improve their communication, relationship management and resource mobilization skills	n/a	100	0	0
The number of reports about the SLRCS on main national Radio/TV stations increased by 100%	16	100% (32)	10	10
The number of articles about SLRCS in main national newspapers/magazines increased by 100%	40	80 (100% or 40 increase)	43	43
The number of visitors of SLRCS web site increased by 80% from 2011 baselines.	30,000	54,000 (80% or 24,000 increase)	18,688	18,688
Public perception of SLRCS image improved measured	n/a	Annual public opinion surveys	0	0

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
through public opinion surveys and media content analysis.				
The number of national and local fundraising campaigns.	n/a	48	0	0
Local private donations increased by 50% from 2011 indicators.	n/a			
SLRCS programme at least 80% covered.	n/a			
<b>Output 1.3:</b> SLRCS becomes a primary reference for key media in times of disasters.				
Timely, quality press releases, twitters, audio-video visuals.	n/a			
Communication protocol during disasters developed.	No standard protocol	1	0	0
Regular press evens and field visits for the main news organizations facilitated by SLRCS	n/a	24	1	1
<b>Output 1.4:</b> SLRCS promotes social inclusion (of minorities, ethnic groups and disadvantaged people) and non-violence.				
Gender, diversity, tolerance and anti-discrimination are mainstreamed in SLRCS national and community-based programmes	n/a	1	0	0
An advocacy programme identifying issues pursued by the SLRCS and principle targets developed.	No strategy	1	0	0
Successes and failures of advocacy campaigns evaluated.	No evaluated			

#### Comments on progress towards outcomes

- 43 articles have been written for the national media and SLRCS and IFRC web sites.
- Documentaries were produced on Red Cross Post-Conflict Reconstruction operation, Floods recovery and CBDRM.
- IFRC facilitated a trip to the war-affected Northern Province for journalists from Euro news <http://www.euronews.com/programs/silent-disasters/>.
- On 13 February 2012, SLRCS has celebrated its 75 years of serving the vulnerable in Sri Lanka. The event was attended by more than 1,000 people from the diplomatic corpus, government representatives and Red Cross staff and volunteers from across the country and has been widely covered in local media.
- The senior management participated in various meetings/forum organized by UN, World Bank and other members of the diplomatic corpus in Sri Lanka advocating on issues of concern to the Red Cross in Sri Lanka.

Priorities for the remainder of the year include:

- Developing a communications and visibility strategy, and an advocacy plan for Red Cross post-conflict reconstruction operation.

- Developing feature stories on Red Cross beneficiaries.
- Continue promoting SLRCS web-based fora.

**Business line 5: “To deepen our tradition of togetherness through joint working and accountability”**

Measurement				
Outcome/Output/Indicators	Baseline	LTPF 4-year target	Actual this report period	Actual to Date
<b>Outcome1:</b> Partner support to SLRCS is well-coordinated, founded on SLRCS priority needs, and implemented in the spirit of good partnership.				
<b>Output 1.1:</b> Effective coordination mechanism is in place to build greater collective responsibility and trust.				
SLRCS has well-established, realistic strategic and operational planning processes that are communicated and supported by partners.	Inconsistent planning practice	Strategic plan (1); Participatory annual planning process (2)	0	0
Regular coordination forum established for all Movement partners engaged in Sri Lanka	Various programme level coordination meetings			
SLRCS programmes are supported through a pooled funding mechanism and meeting commonly agreed performance and accountability criteria.	No mechanism	1	0	0

**Comments on progress towards outcomes**

Ongoing coordination at programme level with all in-country based Movement partners and other stakeholders, including German Red Cross, Norwegian Red Cross, Japanese Red Cross, Canadian Res Cross, American Red Cross and ICRC. From July 2012 onwards, only two PNS will remain in the country – German Red Cross and Canadian Red Cross. The Japanese Red Cross delegate exited at the end of March 2012, while the American Red Cross in May 2012. The Norwegian Red Cross is closing their country office at the end of July 2012.

During the reporting period, there has been an increased engagement with the Australian Red Cross and the Hong Kong branch of the China Red Cross. An IFRC delegate, funded by Australian Red Cross, oversees the implementation of the ARC funded components of the Red Cross Post-Conflict Recovery operation in the Northern Province.

A regular monthly forum exists for the IDP post-conflict reconstruction operation between Red Cross Red Crescent Movement members.

## Stakeholder participation and feedback

All programme supported by IFRC promote inclusive and participatory processes. With the launch of the IPCR, a number of consultative meetings have been held by SLRCS and IFRC with district, divisional secretariat and community level government officials and other stakeholders. Among the participants of the VCA training, we had field level officials such as Grama Niladharis, Agrarian service officers, teachers and representatives of Disaster Management Centre. These trained officials were instrumental in mobilizing the communities. GNs, midwives, public health inspectors, agrarian service officers, and Samadhi officers, were actively participating in the vulnerability and capacity assessments. Disaster Management Centre is a leading partner of SLRCS in the contextualization and standardization process of CBDRM training curriculum.

## Key Risks or Positive Factors

Risk	Level	Mitigation strategy
Social and political unrest: Protests against national policies or local issues which may slow or disrupt the progress of community-based work and restrict access to project sites	MEDIUM	Beneficiary communication is the foundation of our projects and has proven effective in managing disputes at a local level. National level unrest is beyond our control. However, we have security regulations and continuity plans for such eventualities.
Currency depreciation or inflation: Depreciation of Sri Lankan rupee or inflation of prices (during the last 12 months the exchange rate LKR-CHF fluctuated between LKR110 and LKR135 for 1 CHF).	MEDIUM	Continued monitoring of the market prices and progress/constraints faced by our projects.
Efficiency of financial management - delays in cash transfers (from national headquarters to branches) and settlement of working advances (from branches to national headquarters).	MEDIUM	One priority for IFRC support over the coming four years is to assist SLRCS to improve its financial management practices. Through previous programmes, SLRCS developed a finance manual and upgraded its financial management software, but the manual needs revision to simplify some of the procedures.
Project management efficiency and affectiveness	MEDIUM	The risk mitigation strategy is in-built in our monitoring and evaluation strategy. To single out few, in an effort to improve SLRCS project management capacities, we are planning to: <ul style="list-style-type: none"> <li>• mobilize technical support to help SLRCS develop standardized SLRCS PMER tools and templates, and improve practices</li> <li>• support monthly review meetings with SLRCS national headquarters and branch staff implementing the integrated programme for community safety and resilience to encourage regular discussion of the progress, challenges, constraints faces and better planning.</li> </ul>
Retention of trained staff and volunteers	HIGH	In an effort to support retention of trained staff and volunteers, the Programme will: <ul style="list-style-type: none"> <li>• provide tools and technical support to improve community-based resource management practices – including recruitment, motivation, retention, and development of volunteers.</li> </ul> <p>As part of the 2012 action plan IFRC will also support SLRCS in developing a continuum/development plan for SLRCS national and local response teams (outlining the minimum human resource capacity SLRCS requires to respond effectively to disasters and crises, procedures for recruitment and deployment, as well as diverse approaches to staff and volunteer development. motivation, retention - or exit - and capacity building) – ref to LTPF BL 2, outcome 1.</p>

## Lessons learned and looking ahead

Developing integrated tools - community selection criteria, baseline survey questionnaire, vulnerability and capacity assessment (VCA) training modules and guidelines – has been a challenging yet exciting initiative bringing together SLRCS and IFRC teams from various technical sectors to explore opportunities for a stronger and more integrated team work. Integration is not an easy task and requires a change of mindset and a commitment from all members of the team. The team has made a conscious decision to concentrate on the process as much as results. It is therefore important to document, and analyze the process as we proceed. We are planning to produce a number case-studies based on our experience, which we hope, will be interesting to share with other national societies in the region and beyond.

Time management has been another challenge to complete the activities within the deadlines. Enhancing community safety and resilience is a long-haul journey, which requires a long-term commitment and may not always fit into project timeframe boundaries.

### Plans for next quarter:

- Follow up on lessons drawn from the simulation exercise, which surfaced some gaps in institutional preparedness of SLRCS for disasters.
- Complete VCAs and develop community risk reduction plans through a participatory process.
- Complete contextualization and standardization of Community-Based Disaster Risk Reduction (CBDRR) curriculum.
- Strengthen the understanding and application of Climate Change Adaptation strategies in SLRCS work, in partnership with the Climate Centre.
- Initiate impact review of SLRCS re-engineering process Phase 3.
- Update SLRCS database of response team members to determine the number of active members and their training needs, and analyze their profile.

## Financial situation

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

## 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.

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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)

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