

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

SRI LANKA

8 December 2003

Appeal No. 01.57/2003

Appeal Target: CHF 1, 182,574 (USD 1,534,572 or EUR 1,831,216)

Programme Update No. 2

Period covered: June to November 2003

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

For more information: www.ifrc.org

In Brief

Appeal coverage: 34%; See attached Contributions List for details.

Outstanding needs: CHF 780,045

Related Emergency or Annual Appeals: 13/2003 Flooding and Landslides

Programme Summary: The progress of the programme implementation during the reporting period has been heavily affected by the emergency relief operation for the flood and landslides that struck the country in the middle of May. The limited resources of the Sri Lanka Red Cross Society (SLRCS) especially at the management level had to be focussed on the relief operation which made it difficult for the society to take timely decisions to re-plan programmes.

Consolidation of the community based disaster preparedness programme in the flood-prone districts was completed at the end of November. The value of the programme was shown in the enhanced performance of volunteers during the flood relief operation. Satisfactory progress was made with district level vulnerability and capacity assessment (VCA) workshops after the peak of the flood operation.

The new model of the community based health and care programme started in September with several months delay due to limited resources in the SLRCS health division coupled with other planning initiatives with sister societies in the health sector, but the programme is now on track.

The pilot population movement project, a new initiative not included in the original 2003 Appeal, is still at the preparatory stage. The project, funded by DFID, is designed for 15 months and the planning phase commenced in October. The project will focus on HIV/AIDS prevention in the district of Jaffna.

The better programming initiative (BPI) exercise had to be delayed. Local fundraising initiatives demonstrated a high level of local support for the flood operation, and a five-year fundraising business plan has been developed. Capacity development of the society both at the national headquarters and branch levels remains as the major issue.

Operational developments

Although peace talks between the Government and the Liberation Tigers of Tamil Eelam (LTTE) have been suspended since April, both parties seem committed to continue the peace process. The LTTE presented the first ever proposal on the interim administration of the country's northeast in October, seeking five years of autonomous administration before an election. A power struggle in November between the two leading political parties, United National Party and People's Alliance, over the peace talks gave rise to a potential constitutional crisis. This further complicated the peace process as well as the 2004 budget approval by parliament.

The partner national societies (PNS) coordination meeting in October confirmed the commitment of the Movement partners to take a common approach to the capacity building of the Sri Lanka Red Cross Society (SLRCS) through their supported programmes. The flood and landslides relief operation continued to impede the progress of SLRCS programme activities. In September the General Assembly of the national society endorsed the current governance and management set-up of the society. Review of the implementation of the new constitution sponsored by the SLRCS president is to be completed by the end of the year with the remaining desk review of Governing Board papers. The SLRCS embarked on a new five-year strategic planning process from November, which will lead to the cooperation agreement strategy (CAS) process in early-to-mid 2004. The chief executive of the Sri Lanka Red Cross Society branches and the branch executive officers, are expected to commence their tenure from January 2004.

1. Health and care

Overall Goal: To contribute to developing models of self-sustaining community based health care programmes across the country and thereby advocate for changes in policies and practices so that vulnerable communities gain more effective access to health services.

Programme Objective and Expected Results: The health policies, practices and services of government and other institutions will be influenced by the Sri Lanka Red Cross' model of participatory community based needs assessment and access to health care.

Expected Result

The Ministry of Health and other health agencies will recognize the value of the Sri Lanka Red Cross' community based model and adapt their services to respond to the needs identified.

Progress/Achievements

Five projects have been involved in pursuit of the objective of contributing to the development of models for self-sustained community based health care programmes across the country. As outlined in the previous programme update, this included the Canadian Red Cross funded/ICRC delegated community-based health care programme in Vanni districts, completed in May, and the Korean Red Cross funded community-based first aid training and services programme in 17 districts.

In addition to those two projects there is now the new model of the community based primary health care programme in Kurunegala, funded by the British Department for International Development (DFID); the OPEC-Fund supported community based HIV/AIDS programme; and the Danish Red Cross funded psychosocial development programme (still at the project formulation phase) in Jaffna district.

The DFID-funded community based health care programme in Kurunegala which has a special emphasis on primary health care (PHC) commenced in September 2003. While this was several months behind schedule, the programme is now on track. Based on the finalised plan of action, a village level needs assessment was carried out by 90 trained volunteers led by 18 community health workers (CHW) in Kurunegala district. Those volunteers are now being trained in a series of three workshops on primary health care. Training is being assisted by the medical officer of health, the health education officer, the public health inspector and supervising midwives. Two workshops have been held to date and the last batch will commence this month. Those already trained have been dispatched to their own villages to conduct health education through home visits under the leadership of CHW. The programme is being coordinated with and supported fully by the provincial director of health services and deputy provincial director of health services.

The community health care programme in Vanni is being scaled down because of the local community's access to free public health services, as a result of the ceasefire and opening of a major access road. The health unit of the national headquarters is exploring possibilities as to how best the lessons learned from the programme could be shared in other areas through volunteer training and standardisation models and curricula developed. Some of the lessons learnt are being adopted in other health areas at present.

Impact

The pilot phase of the Kurunegala health care project which concluded in May had a fairly satisfactory impact on the community in the district. However, it is expected that the project under the new model will bring about a greater potential impact on health conditions of the target population.

The impact of the other projects can be more meaningfully assessed in the annual report.

Constraints

The position of the Sri Lanka Red Cross health director has been vacant during the fourth quarter. This together with resources devoted to discussions/planning with Movement partners for an increased number of planned health interventions has impinged upon the progress of existing programmes.

Coordination

The SLRCS continues to effectively coordinate the community based health care activities with the Ministry of Health and other health-related organisations. The Health Ministry recognises the value of services provided by the national society and extends full cooperation to all SLRCS health activities.

With the growing number of PNS interested in working with the Sri Lanka in the health field, a PNS coordination meeting was jointly organised by the SLRCS, ICRC and the Federation in Colombo at the end of October. Representatives from seven sister societies attended. The Federation assigned a regional health manager focussed on Sri Lanka from October to facilitate and advise the national society on programme planning, implementation, monitoring and evaluation.

Expected Result

The society's HIV/AIDS programme will alleviate the stigma and discrimination facing people living with the disease through public sensitization and development of services for people living with HIV/AIDS.

Progress/achievements

Public awareness and sensitisation programmes to fight stigma and discrimination are in progress targeting the vulnerable groups in many parts of the island. A draft five-year strategic plan prepared on HIV/AIDS has been forwarded to the South Asia Red Cross Red Crescent Network on HIV/AIDS (SARNHA) and the final plan is now being prepared. A variety of activities such as a photo exhibition, video shows and distribution of information/education communication (IEC) materials have been organised to mark World AIDS Day 2003.

A draft accelerated action plan for the OPEC Fund supported HIV/AIDS programme has been forward to the OPEC HIV/AIDS office for its approval to proceed with some of the adjusted activities in the plan, while awareness programmes are in progress for such vulnerable groups as factory workers, senior grade school children etc in the districts of Trincomalee, Manner, Kalutara and Puttalam. Components in the accelerated action plan address issues of social non-acceptance, stigma and discrimination to achieve SARNHA objectives.

Impact

The impact of anti-stigma and discrimination projects is difficult to quantitatively assess in the short term. However a solid platform is being established to enhance the Sri Lanka Red Cross's capacity to change attitudes about people living with HIV/AIDS including distribution of education and information materials, lobbying the government and continued publicity about issues surround HIV/AIDS. The development and eventual implementation of a questionnaire to survey public opinion on their perceptions of people living with HIV/AIDS will be a useful gauge on impact and will be outlined in future reports.

In response to HIV/AIDS awareness programmes conducted to date in selected districts, there is an emerging demand from other districts for the same programmes.

Constraints

Approval from the Federation/Australian Red Cross OPEC Fund coordination team is still pending regarding some planned programmes including for awareness creation radio broadcasts.

Coordination

The SLRCS has maintained constant dialogue with the Ministry of Health's national HIV/AIDS control programme and strengthened the coordination by inviting expert resource persons to serve in the society's resource panel on HIV/AIDS.

Expected Result

A decentralised and self-sustaining first aid structure will have scaled up first aid training and services at district and divisional levels in 17 districts of the country.

Progress/achievements

The Sri Lanka Red Cross national headquarters first aid unit has conducted 63 training courses for public and private sector organisations and five training programmes for its branches during the reporting period. This brings the total number of training courses for the year to date to over 110.



The Sri Lanka Red Cross runs a comprehensive first aid training programme

During this period the first aid unit has trained 1347 persons (2,792 for the year to date) and generated income of Rs 401,098 (approximately CHF 5,400). Some 200 volunteers from 20 branches have been trained on basic first aid and a further 30 volunteers from five branches have been trained in advanced first aid. Twenty volunteers from 20 branches have been trained as instructors/ coordinators. Initial steps have been taken to establish a school of first aid training and services. The first aid kits purchased by the unit outlined in the previous programme update have been distributed to the branches.

Impact

The capacity of the first aid volunteers to provide community based first aid services was built up and strengthened through the training programmes. The trained volunteers have provided first aid services and saved several lives during this period. There has been an increased demand for the private sector for first aid training.

Constraints

Insufficient training facilities and equipment continue to be a constraint. A shortage of skilled staff is another impediment. These factors have affected the national society's ability to develop a national team of competent trainers and instructors. Apart from the inherent value of first aid training, the programme is also a useful income generating activity. There is an urgent need for improved equipment/capacity/facilities.

Coordination

The Ministry of Health is assisting and guiding the Sri Lanka Red Cross first aid programmes through its provincial level health network.

Expected Result

The Sri Lanka Red Cross programme will improve the quality and self-sustainability of safe blood donors recruitment campaigns across the whole country over the next three years.

Progress/achievements

National society safe blood donor recruitment organisers have taken steps to scale up the blood donor recruitment camps in districts where the Health Ministry/Department Blood Banks reported low levels of blood collection. In

collaboration with the National Blood Transfusion Services of the Ministry of Health, the Sri Lanka Red Cross has trained some volunteers on blood donor recruitment.

A programme for capacity building of Sri Lanka Red Cross volunteers through skills training on safe blood donor recruitment is included in the activities within the 2004 Annual Appeal.

Impact

Since at present blood donor camps are still being established by volunteers in the selected eight districts, it is too early to make an assessment of the impact. An analysis of the impact will be outlined in future reports.

Constraints

Organising safe blood donor recruitment camps has been constrained by the absence of funding support.

Coordination

Support for country-wide coordination of blood donor recruitment continues to improve with the assistance of the Ministry/Department of Health Blood Transfusion Unit.

2. Disaster Management

Overall Goal: Reduced impact of disasters on vulnerable people as indicated by a reduction in the number of deaths and the amount of damage sustained during disasters, and an increased capacity of the population to recover.

Programme Objective and Expected Results: Improved coordinated response by all levels of the national society to the needs of the most vulnerable disaster-prone populations before, during and after disasters.

Expected Result

The Sri Lanka Red Cross will have disaster management capacity focused in 11 district branches by the end of 2003, and increasing to 14 in 2004, and these will be guided by the national level operational, strategic and integrated disaster management plans.

Progress/achievements

Four VCA Programmes were held during the reporting period in Kurunegala, Kandy, Colombo and Polonnaruwa. In total 118 volunteers from Kurunegala, Puttalam, Matale, Kandy, Kegalle, Nuwara-Eliya, Colombo, Kalutara, Gampaha, Anuradhapura and Polonnaruwa branches participated in these programmes. Another workshop was conducted at Trincomalee in July with the assistance of the ICRC. Some 28 participants from eight districts (Jaffna, Batticaloa, Trincomalee, Ampara, Kilinochchi, Mullativu, Mannar and Vauniya) in the northeast attended this workshop. Another two workshops are scheduled before the end of the year, which would meet the target of eight workshops in 2003.

Under the community based disaster preparedness (CBDP) project covering eight flood-prone districts, the following activities have been completed.

- Conducted CBDP training. Some 228 training of trainers (ToT) volunteers have trained the CBDP team volunteers in their villages.
- Conducted eight community disaster preparedness district committee meetings.
- Completed government organisation and non-government organisation workshops in all eight districts.
- Completed GIS activities in all eight districts. These had to be carried out twice in Kalutara and Ratnapura due to the May floods.
- Development of disaster management policy for the Sri Lanka Red Cross has been drafted is ready for approval by the end of the year. In the process of policy formulation, 11 meetings of the steering committee, personal consultations with academics and two workshops for the branch representatives and one for national headquarters staff were conducted.
- The final lessons learnt Disaster Preparedness workshop was held on 27 November 2003. Those attending were branch representatives, district secretaries of the provincial government and disaster preparedness project coordinators from the eight programme districts.

A workshop on Programme Planning and Management was held in Anuradhapura for the volunteers of north-east province with the assistance of the ICRC.

The national relief coordinator participated in a workshop held in Afghanistan in July on preparation of modules for regional disaster management. A Disaster Planning workshop in Nepal in June was attended by the disaster management assistant, the director ECHO project from the SLRCS and a representative from the Ministry of Social Welfare.

Impact

The capacity of the branches in the flood-prone districts has improved. This was borne out during the floods and landslides relief operation, where the ToT volunteers and the CBDP team volunteers took an active and effective role. Sri Lanka Red Cross branches were the first to engage in the disaster response operation.

Those who received VCA training have started awareness programmes on vulnerability and hazards in their areas.

Constraints

Branch level volunteers in all the districts are insufficiently trained in disaster management. The importance of the need for such training has been highlighted by the fact that Sri Lanka has been struck by several natural disasters recently. Ratnapura was flooded four times during the last three months while strong winds caused damage to property in a number of places. Training on search and rescue, including life-saving at sea and fire-fighting are among the areas in which volunteers need more training. Lack of sufficient staff in the Sri Lanka Red Cross disaster division is another constraint. It has become a prime need to establish a special fund within the national society to meet minor disasters.

Coordination

The disaster management division of the Sri Lanka Red Cross national headquarters has maintained good coordination with its branches and with government departments such as the health and social welfare ministries as well as with NGOs.

Expected Result

In line with the priorities identified in the Manila Action Plan, the Sri Lanka Red Cross will initiate a pilot Population Movement project in the conflict affected district.

Progress/achievements

A pilot population movement project has been started in the Jaffna district. The project interventions will be piloted in 18 welfare centres in the Point Pedro division of Jaffna district. The main strategy of the project is to reduce risk among highly vulnerable internally displaced persons to HIV/AIDS transmission by giving a special focus to the empowerment of community. A project coordinator has been recruited and the proposal for knowledge, attitude, practices (KAP) studies and assessment received from a selected local NGO is under review.

Impact

Yet to be identified given the project has only just commenced. Impacts will be outlined in future reports such as the annual report and programme updates.

Constraints

The non-existence of a fully-fledged planning division in the Sri Lanka Red Cross is the major constraint in achieving expected results. The national society's planning director was supporting the project on an ad-hoc basis; however, the position of the director of planning is not clearly established in the cadre. The Sri Lanka Red Cross Central Governing Board has not given formal approval for such a position. This is a shadow division created with only the part-time involvement of the director operations, who is responsible for the implementation of the ICRC-funded projects. The division is not equipped with the required staff and utilities nor given a formal job description or budgetary provisions.

Coordination

Close linkages has been built up with the department of health, the National STD and AIDS Control Programme and other stakeholders. The assistance of local NGOs such as The Refugee Rehabilitation Organisation in Jaffna is being sought for the KAP studies and in the assessment exercise.

3. Humanitarian Values

Overall Goal: A responsive public environment in which all institutions and the public of Sri Lanka respond to humanitarian needs and understand and support the roles of the Red Cross and Cross Crescent Movement within it.

Programme Objective and Expected Results: Government and other key institutions and the public will be oriented to the Red Cross and Cross Crescent Movement's principles and mandates and offer more support to the society's work to improve the lives of the vulnerable.

Expected Results:

- Wider groups of vulnerable people in society will be benefiting from a higher level of support to meet their humanitarian needs.
- Well-briefed society members and volunteers will provide regular and continuous dissemination about the Red Cross through peer group mechanisms.
- Public messages about Red Cross work and its impact will improve the support for the society's work through material donations and increased volunteer bases in its branches and programs.

Progress/achievements

The documentary film about Sri Lanka Red Cross activities referred to in the previous programme update was completed and shown to diplomats and representatives from NGOs, UN organisations, universities and the media at the launch of the World Disaster Report in July. The documentary is used as a resource to be shown to various audiences to help orient government and other key institutions to the Movement's principles and mandates and also reinforce the mandate of the Sri Lanka Red Cross in various areas including humanitarian values.

In consultation with the ICRC a special sticker was designed and printed for the emblem campaign. The Sri Lanka Red Cross staged a media launch as a component of the total campaign for image building of the national society and the Movement as a whole.

The national society used its emergency flood and landslides relief operation as a focus to disseminate information about Red Cross action in the country. Wide media coverage of Sri Lanka Red Cross relief activities helped improve recognition of the national society as the leading humanitarian organisation in the country. While the initial focus may be on the work the national society does in areas such as disaster relief, the improved profile will assist the Red Cross in promotion of other areas such as humanitarian values.

Red Cross principles and values were shared with external professionals and government officers who joined the policy committees of the Sri Lanka Red Cross including the disaster management policy committee.

A newsletter covering the quarter to June was published and distributed in July and was widely circulated. It had a focus on cooperation among the components of the Movement in pursuing a coherent approach in accelerating the humanitarian services provided by the SLRCS and on the change process of the society with a view to serving better at the community level.

While not directly under the humanitarian values programme in the 2003 Appeal, the health HIV/AIDS project has distinct humanitarian values components. The reduction of stigma and discrimination against people living with HIV/AIDS is a key objective. Awareness programmes were carried out in the Mannar and Trincomalee districts during the reporting period. A wide range of anti-stigma/discrimination activities are planned or in the process of being implemented.

The dissemination officer attended the South Asia regional delegation organised Humanitarian Values workshop in Afghanistan, in August.

Impact

Due to the visibility strategies adopted during the flood relief operations, the Sri Lanka Red Cross was able to build up its image among the community in the affected districts as well as throughout the rest of the country. A better recognition and an increased support in funding to the Society have been seen after wider circulation of the annual report.

The experience gathered by the dissemination officer in Kabul was shared at the district dissemination officer's workshop in November.

Constraints

A scheduled BPI workshop was not held due to lack of human resources and management capacity constraints in the society. The focus on the flood relief operations hindered regular activities in the latter half of the year.

Coordination

Rapport with government organisations, international and national NGOs demonstrated an effective and efficient coordination during the flood and landslides relief operation, maximising the humanitarian support from various sources.

The ICRC continues to provide valuable support and work in an effective partnership with the Sri Lanka Red Cross in the promotion of humanitarian values, particularly in the area of international humanitarian law.

4. Organisational Development

Overall Goal: The needs of vulnerable communities in Sri Lanka will be identified and addressed by stronger capacities in the national society to manage its NHQ and branch level human, technical and financial resources in a coordinated and sustainable manner.

Programme Objective and Expected Results: Well planned services responding to the needs of the vulnerable will be delivered through a well coordinated branch network supported by a motivated and diverse human resource base and stronger human resource development, financial, and information policies and systems.

Expected Result

Greater sustainability in all programme and core costs at all levels of the society through measurably increased local resource mobilization.

Progress/achievements

Funds raised locally by the Sri Lanka Red Cross for the year to date have exceeded Rs.20 million (approximately CHF 265,000). This demonstrates the increased confidence placed in the society by the corporate sector and various institutions and individuals in the country. Encouraged by this response, the Sri Lanka Red Cross Society has focused on the corporate sector to mobilise funds for various activities. Galxo Smithkline and Carlsberg have agreed to fund first aid training and district level road safety and blood recruitment campaigns respectively. Discussions are ongoing with Coca-Cola for similar arrangements. It is expected that these companies will sign a MoU by the end of 2003 for a contribution of Rs.1 million each per annum for the coming three to four years.



The SLRCS is teaming up with traffic authorities to conduct a road safety campaign

Workshops were held at branch level in Hambantota, Kandy, and Anuradhapura to identify income generation projects to sustain the branches. Discussions are underway to obtain a contribution of at least Rs.100 off the bills of hotel guests in the tourist areas in the coastal belt, North Central province and the hill country.

Discussions are also underway with an IT firm to provide facilities to establish computer-training centres in branches in the northeast.

Through technical assistance provided by the fundraising consultant deployed by the Federation, a business plan was compiled to mobilise sufficient resources to cover core costs from the year 2004. The 2004 minimum target is Rs 10 million which will progressively increase over a period of five years to cover the core costs of national headquarters. It is expected income generation projects will be initiated at branch level when the branch executive officers are appointed and the youth wing is operational.

A number of communication documents and leaflets are being produced and the initial drafts have been sent to the consultant appointed by the Federation for comments.

The executive director of the fundraising and communication division participated in a fundraising workshop organised by the Federation in Amsterdam where 87 countries participated. The Sri Lanka Red Cross fundraising strategy, business plan and fundraising tools were well received. Pakistan Red Cross has copied the till box design from the Sri Lanka Red Cross.

A Sri Lanka Red Cross website has been launched (www.slredcross.com). The site will soon have a facility to donate funds online. A national society quarterly newsletter is being published, helping to promote fundraising activities.

Impact

The commitment to resource mobilisation in the appointment of an integrated fundraising and communications team with two years support from the Federation's global Capacity Building Fund has resulted in the national society having a greatly enhanced fundraising capability. This improved capacity was reflected in over Rs. 20 million being raised locally for the flood appeal.

Constraints

A lack of clerical and secretarial capacity constrained progress of planned activities. There also needs to be an improvement in communication between management and governance.

Coordination

Other divisions have significantly increased their support and cooperation to the fundraising and communications division. The executive director of the division has volunteered to compile the five-year strategic plan for the society in cooperation with the directors of planning and human resources. This will reflect the activities of all divisions for the next five years indicating capacity building and organizational development needed. The exercise is well underway.

Externally, the national society is fostering and maintaining partnerships with the corporate sector with a view to long-term funding support.

Expected Result

A coordinated NHQ and branch development strategy that strengthens the society's overall organizational development by identifying and implementing change processes in financial and technical systems that improve overall programme and service delivery.

Progress/achievements

The SLRCS Annual General Assembly (AGM) was held in September following the unit, divisional and branch level assemblies. Based on the constitutional requirement to extend the branch network to the grass root unit level, the Central Governing Board of the society took a decision earlier this year that district branches should establish at least two units per division within each district to qualify for sending delegates to the AGM. Out of total 25 district branches only seven branches qualified for the quorum at this year's AGM. The remaining branches participated in the AGM with observer status. The annual AGM this year included an event of recognition for the volunteers and staff for their long services for the society.

With the support from the finance development manager of the regional delegation, the finance division of the society completed the computerisation of financial recording and reporting; computers were purchased and networking has been completed and software has been installed and a new system is in operation after training of the financial staff. Along with the introduction of the new finance software, the financial report has been updated on the ongoing projects and the general accounts, while the data entry on projects transactions from previous years has commenced so that reconciled account balances at the beginning of 2003 will be available shortly. The technical consultant mobilised by the Federation also assisted in solving a software problem encountered in the society's computerised membership data entry.

Preparation of branch development plan of action for 2004 is now underway, based on the lessons learned from 2003. The discussion on a new concept of regional branch coordination is in progress as a strategy to overcome a lot of constraints in communication/coordination with the branches. Inventory checking at the branch level is in progress with a new inventory format prepared with the administration and finance divisions in order to have a clear identification of the needs in each branch.

Branch executive officers (BEO) are the CEOs at branch level under the constitutional requirement. Newspaper advertisement for applications, interviews with the applicants and written examinations have been carried out with the assistance from the Federation and the ICRC. Appointment of BEO is expected to be finalised in December and preparation of the intensive training course and BEO manual are in progress. Branch development activities are supported by the Capacity Building Fund of the Federation and by the cooperation department of the ICRC.

Impact

Branches have recognised the importance of extending their grass root network down to the unit level. The new trial of the volunteer recognition event at the AGM set an example for the future rewarding schemes to motivate others. The plan of action 2004 highlights the need for local fundraising to attain sustainable service delivery to the communities at the branch level. IT based branch networking/reporting system has been initiated.

Constraints

Lack of coordination, supervision and monitoring of branch, divisional and unit assemblies from national headquarters was the lessons learned primarily due to low level staffing and /financial/logistical inadequacies at headquarters.

The limited financial and human resources with historically limited local fundraising makes the IT based networking, asset inventory and other initiatives financially difficult.

The finance department is under-staffed; the post of accountant is vacant and the internal auditor needs an assistant.

The revised financial manual is yet to be approved by Central Governing Board.

Coordination

The national AGM was held at north central province giving the organising responsibility to a district branch on their request as a measure of building their capacity. This was the first trial for the national headquarters to share the responsibility of the AGM with district level.

The regional branch concept with the approval of the Central Governing Board will pave a new path both for the governance and the management of the society to guide, supervise and monitor the progress of branch capacity building.

Expected Result

Greater gender and youth diversity in the staff, volunteer and membership base enabling the Sri Lanka Red Cross to assess the needs of specific vulnerable groups in society and utilize the competencies of its human resource base to develop sensitive and relevant programmes to aid specific vulnerable groups.

Progress/Achievements

The youth wing of the Sri Lanka Red Cross achieved an important milestone with the approval of the youth policy, constitution and rules and regulation by the Central Governing Board on 19 August 2003. It marked the end of the long process commenced in June 2002 by fully mobilising the internal and external expertise both at the branch and national levels. The youth wing took necessary steps to incorporate the ideas and views of branch officials and district youth coordinators in the process. The youth policy, constitution and rules and regulation prepared in Sinhala has been translated into Tamil and translation into English is in progress.



Junior Red Cross is becoming established in schools.

The bi-monthly meeting of the branch level district youth coordinators held in October based on the approved youth policy, constitution and rules and regulation confirmed the need of establishing youth circles in schools. The new junior Red Cross membership forms have been produced and the district youth coordinators have been tasked to establish five to ten school circles in each district by identifying four teachers and four students per district as an initial step before the school vacation for the HIV/AIDS peer education programme.

The youth circle of Gampaha Bandaranaya National College, with the support from the national headquarters youth division, held a youth camp in June, and in August organised an awareness session and exhibition on HIV/AIDS under the theme of 'Do not discriminate HIV/AIDS Infected'.

A new leaflet to attract youth members has been produced. A computerised data entry system has been developed for the youth membership.

Impact

The youth wing now has a legal base with the approval of youth policy, constitution and rules and regulation, and is equipped with new systems and tools to promote the wider participation of the youth in the society's programmes as demonstrated in the HIV/AIDS programme.

Constraints

The main constraint is lack of financial and infrastructural support to the district youth coordinators. While the youth development programme has seen remarkable progress in 2003, the gender sensitisation programme has remained at the preliminary planning stage and will be accelerated in 2004/5.

Coordination

All activities of youth are planned and implemented in coordination with branches, youth policy committee and national level external resource organisations.

Expected Result

Stronger information management and knowledge sharing systems will enable branches and NHQ to plan more effectively and share knowledge with external institutions to build more effective and relevant programmes.

Progress/achievements

In an effort to improve the overall management capacities of the Sri Lanka Red Cross, the society's human resource division carried out the following initiatives;

- In-house regular knowledge sharing sessions for all staff and selected groups including directors and executive staff
- Special lecture series for the national headquarters staff with the support from eminent scholars.
- Participation of selected employees/volunteers (for the first time) at programmes conducted by reputed bodies such as the National Institute of Business Management, Sri Lanka Institute of Development Administration and the British Council.
- English language proficiency sessions conducted by a university teacher.
- Workshops, seminars, conferences under the auspices of the Federation/ICRC.

- Translation of the South Asia regional human resource manual for volunteers into Sinhala and Tamil.
- Special workshop to introduce the human resource manual to volunteers of five branches in the Colombo region.
- Continuation of introducing human resource reforms.
- Induction and orientation programmes for new employees.
- Coaching sessions with employees.

Impact

A clear interest in self-development is visible among staff and volunteers. Some are following degree/diploma/certificate programmes at universities/institutes. Improved work habits, better motivation and healthy attitudinal changes are being observed. Staff and volunteers are encouraged to focus on creative thinking and some have come out with innovative solutions to problems.

Constraints

Staff and volunteers need to better understand the linkages between good practices and achieving organisational goals. There has been a lack of sufficient funds to undertake required training and development activities. As a result only incremental improvements could be achieved in competency building. The inability to recruit a volunteer manager and an assistant to the director of human resources has hampered the work of the division.

Coordination

The healthy practice of coordinated human resources planning where heads of divisions actively participate is taking root. The concept of a team approach is rapidly gaining ground especially among senior management. There is a distinct desire for synergy in contrast to individual championing of causes.

5. Federation Coordination

Overall Goal: An agreed CAS which will mobilise long term and coordinated support from all Red Cross and Cross Crescent Movement and external partners for this programmes in order impact the humanitarian environment across the whole country.

Programme Objective and Expected Results: Vulnerable communities in Sri Lanka will have benefited from more sustainable and well functioning programmes as a result of the Sri Lanka Red Cross being well positioned and supported to learn from shared knowledge with external institutions and receive appropriate resources to meet identified programme development needs.

Expected results for this objective are:

- improved diversity and scale of programmes will make a measurable contribution to reducing the vulnerability of communities in country;
- a coordinated Red Cross and Cross Crescent Movement strategy in Sri Lanka will ensure the needs of the vulnerable across the whole country benefit from coordinated and effectively targeted resources;
- the Sri Lanka Red Cross will play a significant role in contributing to the knowledge of the Red Cross Crescent Movement in South Asia and will be an active member of regional knowledge sharing networks that result in strengthened programmes and services in-country.

Progress/achievements

The Federation coordination during the period was centered on the common approach among the Movement partners in their support to the Sri Lanka Red Cross.

In close cooperation with the ICRC delegation, the Federation delegation assisted the Sri Lanka Red Cross Society in drafting a plan of action focused on primary health care which was presented at the international donor conference in Tokyo held in June, where the director general represented the national society.

With the increasing interest from sister societies in developing joint programmes particularly in the health sector, the Federation and the ICRC delegations together with the Sri Lanka Red Cross sponsored a three-day PNS coordination meeting in October in Colombo. The purpose of the meeting was to ensure a coherent and well

coordinated approach among the Movement partners towards supporting the national society health programmes, supporting humanitarian activities in the country and strengthening the capacity of the Sri Lanka Red Cross. Representatives from American, Canadian, Danish, Japanese, Korean, Norwegian and Spanish Red Cross Societies as well as from the health unit of the South Asia regional delegation and the Federation secretariat in Geneva participated in the meeting. The major issues of common interest discussed were the capacity building component in respective PNS-supported programmes, health policy development, five-year strategic planning/CAS and volunteer management. Following the meeting the Sri Lanka Red Cross began its preparation process for the five-year strategic planning.

In order to provide in-country support to the Sri Lanka Red Cross in health policy making and programme planning and implementation, the South Asia regional delegation and the country delegation assigned a regional health manager focused on Sri Lanka who assumed his position in October.

The review of the implementation of the new constitution sponsored by the president of the Sri Lanka Red Cross was conducted from September to November by a team consisting of the regional OD delegate, one member from the national society governance and one from the management board. The result of the review is expected to be used for the society's strategic planning process.

Impact

Knowledge on the current capacity of the SLRCS has been shared among the Movement partners and common understanding on the necessity for the capacity building component in all the programmes have been significantly enhanced.

Constraints

Respective roles of the national society governance and management were yet to be reflected in the day-to-day running of the society. The Sri Lanka Red Cross' current management capacity is already over-stretched in absorbing the planned programmes supported by various Movement partners.

A proactive coordination effort from all the Movement partners is prerequisite. The Sri Lanka Red Cross needs to standardise its modus operandi in planning and implementing the joint programmes with sister societies.

Coordination

To follow up the implementation of the MoU concluded among the Sri Lanka Red Cross, ICRC and the Federation in March, the Movement coordination meeting, a structured tripartite monthly meeting among the three parties, commenced from October for the purpose of increasing communication and cooperation among the partners.

6. International Representation

Overall Goal: Vulnerable people in Sri Lanka will have experienced increased support for their needs through the Sri Lanka Red Cross and Federation supported programmes as a result of increased understanding and response in the donor and governmental sectors to the Federation's international advocacy messages on their behalf.

Programme Objective and Expected Results: The Federation will have increased resources to meet the needs of the vulnerable in country by having provided authoritative information linking local needs to global learning and advocacy to ensure a visible level of commitment to meeting such needs.

Expected results for this objective are:

- greater understanding of the Federation's international concerns will have resulted in an increased set of partnership agreements that channel resources through the Sri Lanka Red Cross to meet the needs of the most vulnerable;
- increased networking with external humanitarian agencies and government will have changed policies and practices in favour of the vulnerable by drawing on global models and learning in relief and development work;

- the introduction and use of specifically advocated international standards will measurably improve the lives of the vulnerable and their access to relevant and sustainable services.

Progress/achievements

The floods and landslides relief operation has raised the profile of the Sri Lanka Red Cross presence and activities in the country, resulting in increased interest from donor and government sectors. It also enhanced the reputation of the national society as a credible, effective humanitarian organisation among local government sectors.

The director general joined the joint representation of the Movement with the ICRC head of delegation and the Federation country representative in the major donor conference held in Tokyo in June. The director general also attended in the civil society meeting which also took place in Tokyo on that occasion together with the representative from the Consortium of Humanitarian Agencies in Sri Lanka.

In response to the invitation from the tripartite advisory group (TAG), the director general and the Federation country representative participated in the TAG meeting in Geneva and the OECD/development assistance committee meeting in Paris in October, to share the feedback on the impact and constraints of the Capacity Building Fund support granted to the Sri Lanka Red Cross in the past three years.

The text of the status agreement of the Federation was agreed by the Ministry of Foreign Affairs and endorsed by the line ministries in Sri Lanka for submission to the cabinet meeting in December 2003.

Impact

Sri Lanka and the SLRCS has become one of the promising potential partners for the various international initiatives, such as the Global Road Safety Partnership, Humanitarian capacity building of CIDA and so on.

Constraints

Day-to-day running of programmes and ever increasing pressures of coordination among the Movement partners did not allow the Federation delegation and Sri Lanka Red Cross to promote international representation as proactively as they would have wished.

Coordination

It is necessary to maintain the current momentum in the coordination among the Movement partners so that the Red Cross is seen as a single and unified entity and not as three separate organisations.

For further information please contact:

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

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

APPEAL No. 01.57/2003

PLEDGES RECEIVED

03/12/2003

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

						TOTAL COVERAGE
REQUESTED IN APPEAL CHF ----->				1,182,574		34.0%
CASH CARRIED FORWARD				213,117		
CANADIAN - RC		14,316	CAD	12,638	30/01/2003	COMMUNITY BASED HEALTH CARE
NORWEGIAN - RC		1,000	USD	1,351	28.05.03	IDRL RESEARCH
CAPACITY BUILDING FUND				85,500	15/05/2003	PLK005
CAPACITY BUILDING FUND				36,700	29/08/2003	PLK005
SUB/TOTAL RECEIVED IN CASH				349,306	CHF	29.5%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
JAPAN	DELEGATE(S)			53,223		
SUB/TOTAL RECEIVED IN KIND/SERVICES				53,223	CHF	4.5%

ADDITIONAL TO APPEAL BUDGET

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