

ANNUAL REPORT



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

14 May 2004

In Brief

Appeal No. 01.57/03; Appeal target: CHF 1,182,574 (USD 923,930 or EUR 747,963); Appeal coverage: 43.6% ([click here to go directly to the Financial Report](#)).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. 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](#) 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's website at <http://www.ifrc.org>

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Overall analysis of the programme

The floods in May 2003 had a serious impact on the annual activities of the Sri Lanka Red Cross Society (SLRCS). The International Federation, at the request of the national society, launched an international appeal for CHF 2.6 million (see Sri Lanka Flood Appeal 13/2003) to assist some 700,000 beneficiaries for six months. The SLRCS volunteer network proved to be effective and responsive and the appeal was generously supported by both national and international donors receiving 100.4 per cent coverage. The evaluation of the programme carried out in November stated that the focus and overall design of the operation was highly relevant, particularly the water and sanitation activities, but that there were weaknesses in the management systems. All tasks under the community-based disaster preparedness (CBDP) programme were completed by November in flood-prone districts. Towards the end of the flood operation, workshops on vulnerability and capacity assessment (VCA) were conducted at district levels.

During the first quarter of 2003 the SLRCS hosted five regional workshops. Prior to the floods, the national society also received eight official international delegations, which required a shift in priorities. Donor interest in SLRCS was on the rise during this period, as indicated by the many international visits. This donor interest had been stimulated by the Sri Lanka national peace process, the SLRCS constitutional change and organisational development processes, and by relatively successful minor drought relief operations implemented in recent years.

The SLRCS signed a memorandum of understanding (MoU) in March 2003 with the International Committee of the Red Cross (ICRC) and the Federation. This was a significant stepping stone in the relationship between the national society and its Movement partners, aimed at boosting support to the development initiatives of the national society. With the commitment of this new bond, the SLRCS initiated new activities in the first half of the year. A greater emphasis was placed on creating a responsive environment in which institutions and the public would gain a greater understanding of the principles, roles and mandates of the society, leading to greater support and cooperation for the society.

By September, a new model of the community-based health programme began after several months delay. Together with the help of sister institutions in the health sector, the planning initiatives were implemented and are now on track.

The pilot population movement project, a new effort not mentioned in the original 2003 Appeal, is in operation. The project funded by the British Department for International Development (DFID)/British Red Cross Society is a 15-month initiative. The planning phase began in October and is focussing on HIV/AIDS prevention in the district of Jaffna.

In the fundraising department, a five-year plan was developed to raise funds locally and operate at a business level. The director of fundraising also attended an international skills sharing workshop in the Netherlands on resource mobilisation. The Better Programming Initiative (BPI) exercise was delayed due to the flood relief operations.

Objectives, Achievements and Constraints

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

Expected Result

The Ministry of Health and other health agencies will recognise the value of the SLRCS' community-based model and adapt their services to respond to the needs identified.

Progress/Achievements

Five projects, three funded through the appeal, were carried out in 2003 in pursuit of the above objective. They were:

- community-based health care programme implemented in the Kurunegala (until first half of 2003) and Vanni districts (ICRC delegated project), funded by the Canadian Red Cross Society;
- community-based health care programme in Kurunegala funded (starting September 2003) by DFID/British Red Cross Society;
- HIV/AIDS awareness programme funded by the OPEC Fund;
- psycho-social support programme in the Jaffna district, a pilot programme currently being formulated and to be funded by the EU through the Federation and implemented by the Danish Red Cross Society; and
- community-based first aid training programme, funded bilaterally by the Korean Red Cross Society.

The community-based health care (CBHC) programme, which had begun in May 2002, was reviewed in November of that year and, as a result, was redesigned to be a more focussed, result-oriented model taking into account lessons learned. The new model supported by DFID/British Red Cross Society, centres on community participation and involvement in health development interventions. It highlights documentation of key programme processes (such as volunteer selection, training and mobilisation, or village health committee organisation and management to name a few) in light of increased opportunities for the national society to be engaged in this area with the support of Movement partners. It also endeavors to standardise health volunteer training curricula and modules as well as explores new ways of sharing knowledge - among its branches, as well as with regional national societies.

During the year, two workshops trained 108 volunteers using a curriculum developed following a rapid survey of households and analysis of secondary data from relevant institutions. The curriculum comprises of 18 subjects

ranging from primary health care, first aid and home emergencies, household waste management and environmental sanitation, HIV/AIDS, to duties of health staff and volunteers, or project sustainability. These subjects were introduced through a variety of adult learning strategies by a composite training team composed of health staff of SLRCS, the Ministry of Health and a number of lecturers with relevant expertise. Those trained return to their villages to conduct health promotion activities through home visits under the patronage of community health workers in the Kurunegala district.

The OPEC Fund supported HIV/AIDS awareness project commenced in January 2003 and was originally scheduled to conclude in June 2004. However, delays in implementation of activities resulted in the overall project being extended by six months, to the end of 2004; most activities did not commence until the latter half of 2003.

A variety of activities were carried out or are being planned in order to achieve the four objectives of the programme, which are to reduce stigma and discrimination, prevent further HIV infections, provide care and support, and national society capacity building.

Details of the bilateral projects can be obtained from the SLRCS.

Impact

The pilot phase on the CBHC programme in Kurunegala had a fairly satisfactory impact on the community in the district. The revised programme has been more targeted. The formation of a health committee consisting of Red Cross officials in the Kurunegala district assisted the recruitment of volunteers who have been trained to implement measures on specific issues identified in selected communities.

The impact of the OPEC Fund HIV/AIDS programme can be more accurately assessed at the completion of its two-year cycle. Together with other project areas in the Asia and the Pacific region, a review will be conducted in the latter half of 2004 and results will be reflected in next year's annual report. However, interim impact is reflected in the following section.

Constraints

It had been hoped to replicate the CBHC programme in Kurunegala in other districts but this will be delayed to enable SLRCS to better put in place community health mechanisms to sustain investments on volunteers, as well as to consolidate programme achievements and lessons learned, which will be helpful when replicating the programme to other areas in the future.

The position of health director became vacant in the fourth quarter of 2003 which resulted in the fragmentation of health projects and activities. A recruitment process is underway and it is hoped that an appointment will be made in 2004. The limited capacity of the health division was further strained, and the progress of existing programmes impeded, without the required amount of resources to be devoted to discussions/planning with Movement partners for an increased number of health interventions.

The appointment of the regional health manager in October, based at the South Asia regional delegation in Delhi but devoting 50 per cent of his time to the SLRCS health programmes, has helped alleviate this situation.

Expected Result

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

Progress/Achievements

The HIV prevalence in Sri Lanka is still low but the SLRCS recognises the danger of HIV/AIDS spreading to the population at epidemic proportions. It has committed to scaling up its response to the public health threat by agreeing a strategic plan, which is aimed at addressing stigma and discrimination of people living with HIV/AIDS (PLWHA), and to provide them with counseling. This plan was shared with the South Asia Red Cross/Red Crescent network on HIV/AIDS (SARNHA) and subsequently finalised as the Kandy Pledge.

It has also created an HIV/AIDS policy committee composed of medical experts from the SLRCS and STI/HIV control experts from the Ministry of Health. The committee is tasked to provide guidance to the central governing board on policy issues as well as to support the health division on technical and programme implementation issues. It has also named a resource panel at national headquarters which was responsible for the design of behavioral change communication (BCC) materials, as well as curriculum and training programmes related to HIV/AIDS.

A number of advocacy and awareness campaigns to combat stigma and discrimination against PLWHA as well as reduce future transmissions, were conducted during the year. These activities ranged from photo exhibitions, video shows and distribution of information/education communication materials to talks and presentations, and specific activities to mark World AIDS Day.

The SLRCS procured a computer system, office equipment and furniture at national headquarters, and office furniture for five regional branches, which will contribute to improved effectiveness in managing and implementing the programme. Coordination and supervision of activities in different branches can now be undertaken more regularly with the procurement of a vehicle dedicated for the programme.

Impact

There was a gradual improvement in response by the public to the awareness programmes. After a slow start, there was a noticeable improvement in the final quarter of 2003 in the responsiveness of the community and Red Cross volunteers.

The SLRCS and its branches have created a stable platform to successfully conduct awareness programmes and educate the public on HIV/AIDS and the issues facing people living with HIV/AIDS.

Constraints

The slow progress in programme implementation reflects the limited capacity and lack of experience of the SLRCS relating to HIV/AIDS programmes. This was confirmed by a visit of the Bangkok-based coordination team and the regional health manager in December who monitored the implementation of the programme and at the same time provided technical support in identifying priorities for the remaining programme period. The monitoring exercise revealed that, except for awareness and advocacy activities, most of the programme activities still need to be initiated. It was felt that SLRCS needs to invest in its programme managers by sending them to relevant and targeted training and workshops.

The narrative report has shown that a number of activities were achieved during the year but financial records reveal that virtually no funds were spent in 2003. This is due to the weak financial management system in the national society - an issue repeatedly discussed with senior management. It is envisaged that this will be corrected with the signing of the cooperation agreement between SLRCS and the Federation in early 2004.

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

A decentralised and self-sustaining first aid training service has been introduced in 17 districts with some 110 courses conducted during the year. Training activities generated income of Rs. 401,098 (approximately CHF 5200). A total of 280 volunteers from 20 branches were trained in first aid; 30 volunteers from five branches were trained in advanced first aid; while 20 volunteers from 20 branches have been trained as instructors/coordinators. The unit purchased 500 first aid kits which were distributed to branches.

Impact

The volunteer base was further strengthened. The value of trained volunteers was seen during the May flood disaster, helping save lives. There is a growing demand from the private sector to use the SLRCS to train staff in first aid.

Constraints

A shortage of skilled staff and lack of training facilities and equipment continue to be major constraints. These issues have impeded the efforts to form a national team of competent trainers and instructors.

Expected Result

The SLRCS programme will improve the quality and self-sustainability of safe blood donor recruitment campaigns across the whole country over the next three years.

Progress/Achievements

Recruitment camps were conducted in areas where there were low levels of blood being collected by the Ministry of Health blood banks. Some 17 volunteers from eight districts were trained in collaboration with the National Blood Transfusion Service.

A programme for capacity building is projected out in 2003/04. These activities have been included in the 2004 Appeal and donor support is crucial to enable SLRCS to strategically build up its voluntary blood donor recruitment capacity.

Impact

Impact is not able to be accurately assessed at this stage. There were delays in the organisation of blood donor camps due to reprioritisation of resources because of the May floods operation. Impact will be reflected in future reports.

Constraints

There were delays in the establishment of the blood donor camps as outlined above and a lack of front-end funding. It is hoped good donor support for this project in the 2004 Appeal will give it the resources and momentum it requires.

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: 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 SLRCS will have disaster management capacity focussed 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

A series of VCA training sessions were carried out during 2003 attended by participants from the 11 targeted branches.

The community-based disaster preparedness (CBDP) programme, targeting eight flood-prone districts, held a series of meetings, workshops, and assorted training activities to:

- conduct CBDP training. A total of 228 training-of-trainers (ToT) volunteers have trained the CBDP team volunteers in their villages;
- conduct eight community disaster preparedness district committee meetings;
- complete government and non-governmental organisation (NGO) workshops in all eight districts;
- complete GIS activities in all eight districts;
- develop a disaster management policy for the SLRCS, which was drafted and approved.

The SLRCS hosted a regional disaster response training workshop organised by the South Asia regional delegation in April/May 2003. Various aspects of disaster response were covered with special emphasis on assessment. The society's disaster management staff who attended the workshop were immediately deployed for the disaster response operation for the flood, which struck the country just a week after the workshop, and demonstrated a significant difference in the relief work.

The director of disaster management attended a workshop on Disaster Technical Relief held in South Korea in March, while the national relief coordinator attended a workshop in Afghanistan in July on preparation of modules for regional disaster management. The knowledge and skills gained at these events helped ensure that the VCA workshops conducted in-country were up-to-date with the latest theories and techniques.

Impact

The capacity of community leaders and SLRCS volunteers have been enhanced by the activities under the CBDP programme. There has been a noticeable increase in the capacity of branches, especially in the eight flood-prone areas. This was borne out during the flood and landslide relief operation where branches made effective contributions.

Participants who received VCA training have started awareness programmes on vulnerability and hazards in their own areas of residence to assist communities to be more responsive and enhance their ability to cope with future disaster situations.

Constraints

While significant progress has been made in training at country and international level on disaster management, the national society's capacity to cope with major disasters such as the 2003 May floods is still insufficient.

Training on search and rescue, life saving at sea and fire fighting are among the areas in which volunteers require more training.

Staff levels in the disaster management department are insufficient to carry out the required training.

These issues have been ongoing and were examined in the drafting of the SLRCS disaster management policy. This document, along with the planned activities as outlined in the 2004 Annual Appeal, are aimed at resolving and alleviating these problems.

Expected Result

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

Progress/Achievements

A pilot population movement project, with support from DFID, the ICRC and the Federation regional delegation, has commenced in the Jaffna district. The objective of the project is to reduce the risk among highly vulnerable internally displaced persons to HIV/AIDS, specifically in 18 selected welfare centres.

In addition to an earlier rapid survey, a baseline study is being planned to identify community level needs and cultural constraints. The SLRCS is coordinating with international bodies (such as UNAIDS and UNHCR) and local organisations to share experiences and to avoid duplication. It plans to implement the pilot program in 2004/5 if funding support continues.

In May, the society began the second phase of the Spanish Red Cross/European Commission for Humanitarian Aid Office (ECHO) supported programme to assist 6,100 returnee families in five conflict-affected districts, with resettlement kits, water sanitation facilities and other needs.

Impact

The impact of the project is difficult to assess at this stage as it is still in its infancy.

Constraints

The different divisions at national headquarters were severely stretched and were not able to provide policy and strategic guidance to pilot programmes implemented in different branches. The planning division was designated focal point for the pilot programme but had limited capacity to move this ahead due to other priorities, such as the constitution implementation review and the national society's strategic planning exercise. The task to follow up and support the pilot programme was transferred to the health division in December, which is in the process of recruiting its director.

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/Red Crescent Movement within it.

Programme Objective: Government and other key institutions and the public will be oriented to the Red Cross/Red 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

A unified communications and fundraising department, with its own director at national headquarters, was established in 2003. This helped the SLRCS increase its initiatives towards creating a responsive environment in which all institutions and the public understand and support the principles, roles and mandates of the Movement and offer support to the work of the national society.

- The society produced a documentary film on its activities and this was presented at events and festivals including the World Red Cross/Red Crescent Day.
- In consultation with the ICRC, a special sticker was designed and printed for the emblem campaign. The LRCS launched a special media event with the support of the Federation and ICRC as a component of the total campaign for image building of the national society and the Movement.
- The SLRCS, the Federation and ICRC initiated a dialogue with the Ministry of Health to address the issue of the misuse of the Red Cross emblem. As a result, the ministry began measures that will eventually limit the widespread misuse of the emblem in Sri Lanka, including the use of an alternative emblem to be used for hospitals, ambulances, doctors and clinics.
- The Federation's 'Principles to Action' was translated into Sinhalese and Tamil and distributed to branch officials and volunteers.
- A new Red Cross brochure and newsletters were produced.

An eight-page tabloid supplement in English, Sinhalese and Tamil national newspapers was published to mark World Red Cross/Red Crescent Day. All 25 branches participated in marking the day with the accent on first aid, blood donation and Red Cross seminars.

Drama productions focussing on human rights and child abuse and an NGO forum to disseminate information regarding the activities of SLRCS were organised to launch an inter-school drama competition on World Red Cross/Red Crescent Day to disseminate messages in schools on the Fundamental Principles. The national society has identified the performing arts as the best vehicle to penetrate the education system. The competition will also

contribute to fundraising at district branch level from the sales of tickets. The inter-school drama competition is planned to continue in 2004/5.

A media conference for the launch of the *World Disasters Report* was well attended by representatives from external institutions including embassies, NGOs, UN organisations, universities and the media. The Movement's unique principles and position were widely covered in the print and electronic media.

The ICRC cooperation programme continued to support the work of the SLRCS headquarters and branch level dissemination officers (volunteers). The ICRC also continued to support the society in several essential ways to play an effective role as a member of the government's inter-ministerial committee for the promotion of international humanitarian law.

The flood and landslide relief operation was used to highlight the profile of the national society. Wide media coverage helped promote the image of the SLRCS and reveal its wider humanitarian functions beyond the well known roles in first aid and blood donation.

Impact

There is a better appreciation among the public and various institutions of the broader humanitarian roles of the SLRCS because of the activities outlined above.

Constraints

This programme suffered from a lack of support during 2003. There is a need to build internal capacity and coordination to achieve the desired results. Training of SLRCS staff to be able to better promote humanitarian values is an integral part of the planned activities for 2004.

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 national headquarters and branch level human, technical and financial resources in a coordinated and sustainable manner.

Programme Objective: Well planned services responding to the needs of the vulnerable will be delivered through a well coordinated branch management 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 mobilisation.

Progress/Achievements

A significant step forward in resource mobilisation was achieved with the creation of the new communications and fundraising division at the beginning of 2003. An executive director, executive consultant, assistant director, and coordinator were appointed. The division raised 21.6 million Sri Lankan rupees (CHF 276,923) during the year.

A series of new initiatives were undertaken, designed to enhance the image of the national society and boost resource mobilisation. These included a new SLRCS brochure and newsletter, the placement of new donation boxes in strategic locations, and launching of a website (www.slredcross.com). The site is being developed to allow visitors to make on-line donations.

The national society is exploring and developing partnerships with the private sector. Leading companies such as Nestle, Singer and Dialog GSM have been enlisted as partners for future activities. The National Lotteries Board has also pledged support for future Red Cross activities. A prominent advertising firm, JWT, has volunteered to launch a campaign for the SLRCS, and Associated Newspapers Ltd. and TNL Radio have come on board as media sponsors for Red Cross activities. A local cricket celebrity has also agreed to champion the SLRCS first aid campaign.

The fundraising division made use of the internet as a resource mobilisation tool during the May floods and landslides disaster. Five hundred email messages targeted at the international community and potential donors were launched at the onset of the disaster, which independently raised 18.8 million SLR (CHF 241,025) for the operation.

Revenue generation workshops were held in six district branches and a number of proposals received from branches for review by the fundraising division.

The Federation's assistance in capacity building for the society's fundraising in 2003 also included a regional workshop on fundraising.

Impact

The creation of a dedicated division involved in resource mobilisation has greatly enhanced the capacity of the SLRCS to attract revenue. The 100 per cent coverage for the CHF 2.6 million appealed for the May floods and landslide disaster is in part due to the improved profile of the work of the SLRCS achieved by the communications and fundraising division. The growing number of partnerships with the private sector in 2003 is testament to the impact of this division.

Constraints

Being a new unit, the communications and fundraising division showed it needs to build its administrative capacity and improve its relationship with the SLRCS governance. Job descriptions and a revised management and reporting structure are under preparation, which will add clarity to the role and responsibilities of the function, with an aim to see this unit self-financing by July 2004. It is also seeking to improve its coordination with other units.

Expected Result

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

Progress/Achievements

Owing to a shift in operational priorities resulting from the emergency floods action, the recruitment of branch executive officers (BEOs) was delayed and no appointments were made in 2003. However, selection for this function was completed in February 2004 and 25 BEOs are now in place (18 funded by the Federation, 7 by ICRC). This followed eight days of training, in background to the Movement, leadership training, fundraising and VCA. In addition, the need for a BEO coordinator has been identified to strengthen coordination between the headquarters and branch level, and provision for this is made in revisions to the 2004 Appeal.

Workshops were held at branch level to identify income generating projects to help sustain activities. Important dialogue and clarification on the roles and responsibilities of management and governance were carried out as part of the constitutional review and flood relief operations review exercises of the Federation and the constitutional and management review exercises conducted by the SLRCS.

Preparation of a branch development plan of action for 2004 was initiated in 2003. The branches under the interim board of governance were given training on their expected roles and responsibilities by national headquarters' management.

With the support from the finance development manager of the South Asia regional delegation, the finance division of the SLRCS national headquarters was fully computerised to work efficiently with up-to-date advanced technology. Along with the introduction of the new finance software, financial reports were able to be speedily and efficiently prepared.

Following the partnership meeting in October, it was envisaged to advance formulation of a strategic five-year plan, but progress towards this, and a subsequent cooperation agreement strategy (CAS), has been delayed

pending a consolidation of priorities and the completion of the management restructuring and review .A committee of three senior management has been formed to work with programme units to elaborate and draft a strategic plan.

Impact

Branches have commenced local fundraising activities as a result of the 2004 action plan. Branches are taking greater responsibility for funding and implementation of activities.

Constraints

There is still the need for an improvement in coordination between the national headquarters and branch offices. This area is a major aspect of the organisational development activities under the 2004 Annual Appeal. The aim will be to retain trained branch executive officers; provide training in the form of orientation and management skills workshops; monitor and supervise their activities and the provision of local resource mobilisation workshops at regional level.

Other important activities to promote and improve coordination will be phased divisional, district and regional branch level strategic planning meetings and national strategic planning workshops for the five-year development plan.

Expected Result

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

Progress/Achievements

A major achievement in 2003 was the way being cleared for a fully-fledged youth wing of the SLRCS. This was achieved with the approval of the youth policy, constitution and rules and regulations by the central governing board. This means the youth wing has been able to fully mobilise internal and external expertise at branch and national level. Activities such as the HIV/AIDS peer group education programmes and the junior Red Cross circles are evidence of the youth wing being in a far more stable and active position than at the beginning of 2003.

The gender aspect of the programme went through a planning phase in 2003 but will be accelerated in 2004. A commitment has been given in the 2004 appeal to the appointment of a gender programme officer, and gender and diversity training at branch level.

Impact

The youth wing now has a legal base and is equipped with the tools and systems to promote wider participation of youth. This has already been evidenced by the HIV/AIDS programme.

Constraints

Funding is an issue for the youth wing with a lack of financial and infrastructural support to district youth coordinators. Various planned activities in the 2004 Appeal will look to address these issues.

As mentioned above, the gender aspect of the programme only progressed through the planning phase in 2003, but the SLRCS is committed to expanding and accelerating this aspect in the coming year, subject to funding support.

Expected Result

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

Progress/Achievements

The human resource (HR) division made significant progress in 2003 with the introduction of various reforms aimed at improving management techniques, information sharing and utilising external institutions. A human

resource manual is being developed based on the South Asia regional human resource manual. The HR division also played a major role in the preparation and facilitation of a regional forum for the HR managers.

Staff were exposed to programmes in external training institutions. The division also conducted a management development workshop inviting key management staff and representatives from the governance, and continued to train staff and volunteers using training opportunities available from external professional organisations for skill and knowledge upgrading.

Impact

There is concrete evidence of many employees and volunteers seriously focussing on self development programme as a result of coaching sessions conducted, including some commencing studies towards Masters degrees.

Constraints

The hybrid nature of the employment base in the society - some permanent while others are on a casual/contract basis – has impeded the introduction of properly conceived performance appraisal system. This has stymied efforts to ascertain training/development and identifying areas requiring development.

There were few opportunities for exposure to foreign programmes and these will be pursued further in 2004 subject to funding support.

The SLRCS is seeking increased support for its human resources development efforts, including establishing well equipped training facilities.

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 its programmes in order impact on the humanitarian environment across the whole country.

Programme Objective: Vulnerable communities in Sri Lanka will have benefited from more sustainable and well functioning programmes as a result of the Sri Lanka Red Cross Society 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:

- Improved diversity and scale of programmes will make a measurable contribution to reducing the vulnerability of communities in country;
- A coordinated Red Cross/Red 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 SLRCS will play a significant role in contributing to the knowledge of the Red Cross/Red 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 overall Federation coordination during 2003 concentrated on a common approach among the Movement partners in their support to the SLRCS.

The achievement of this aim will be enhanced by the implementation of the tripartite memorandum of understanding between the SLRCS, the Federation and the ICRC. This memorandum is designed to help ensure an effective and coordinated approach by all the Movement partners to address the needs of the vulnerable throughout the country. The Federation delegation will establish further enhanced cooperation with ICRC and the PNS partners in 2004/5.

Progress was made towards a CAS. A review of the implementation of the new national society constitution is being carried out. The result of the review is to identify the need for further recognition of the respective roles of governance and management and to pave the way for the five-year strategic plan and CAS. Recruitment of branch executive officers in all 25 branches is underway with the support of the Federation's capacity building fund (CBF) and the ICRC to improve management coordination between national headquarters and branches.

With the assistance and cooperation of the ICRC, a draft plan of action, focussed on primary health care, was prepared and presented at the International Donor conference in Tokyo. Similarly, a three-day partner national societies (PNS) coordination meeting was held in October to encourage the interest of sister societies to formulate programmes jointly, particularly in the health sector.

The delegation has played an important role in encouraging new partners to support the change management processes and plans of the national society. New programme support has been mobilised with long-term partnership interest in the areas of disaster preparedness, health and care, and organisational development programmes. Increasing confidence in the national society has prompted the Norwegian, Danish, American and Japanese Red Cross Societies to initiate dialogue, with a view to possible support for the society in its expansion of programmes.

The Federation assisted the SLRCS with the implementation of the review of the constitution in 2003. This support will continue in 2004/5 with the formation of an independent committee to review and promote the implementation of the constitution.

A tripartite advisory group (TAG) visit to Sri Lanka was conducted in March as a fact-finding and monitoring visit, looking at programmes funded by the CBF. This included visits to government ministries, international agencies and NGOs. A presentation was made by the SLRCS to the TAG in Geneva in October.

Impact

As a result of programmes implemented with close coordination, cooperation and assistance there is now a greater understanding of the SLRCS among PNS. There is growing interest in PNS in working with the SLRCS in a range of programmes.

Constraints

Increased interest from sister societies in collaborating with the SLRCS for future projects, in parallel with ongoing annual programmes, has the potential to over-burden the society's infrastructure unless proper coordination among Movement partners is in place. The Federation delegation needs to maintain its coordinated support to the national society concerning this in 2004/5.

International Representation

Overall Goal: Vulnerable people in Sri Lanka will have experienced increased support for their needs through the Sri Lanka Red Cross Society 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: 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:

- Greater understanding of the Federation's international concerns will have resulted in an increased set of partnership agreements that channel resources through the SLRCS 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; and

- 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 SLRCS, with assistance from the Federation, made great strides in 2003 in international representation. There was increased dialogue with European Union representatives, UN agencies and various diplomatic missions, which resulted in a positive response from international donors to the flood operation appeal.

Based on the memorandum concluded between the Federation and UNHCR in 2002, planning for the Red Cross first aid training for UNHCR in the conflict affected districts of Sri Lanka has commenced. The Federation facilitated the IDRL survey conducted in Sri Lanka in coordination with government authorities and international organisations.

The Federation increased communications with the Ministries of Social Welfare, Health, and Foreign Affairs. With support from the Geneva Secretariat, the legal status of the Federation delegation is now in the process of legalisation by the Ministry of Foreign Affairs.

Progress had been made to pass the Red Cross Incorporation Act through Parliament, which would then lead to confirmation of the national society, and the Federation office legal status in Sri Lanka. The document has been reviewed and approved by the government's Department of Legal Affairs and is ready for presentation to Cabinet level. With the dissolution of government in early 2004, this process is on hold until the election and appointment of a new parliament.

Impact

The SLRCS has markedly improved its visibility and standing in international for a, allowing it to promote local initiatives and gain greater support.

Constraints

It is a struggle for the SLRCS to maintain the desired level of programme implementation, monitoring and evaluation as well as international representation while meeting the demands of Movement partners and day-to-day operational issues. Continued cooperation and assistance from Movement partners in this area is critical.