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# Sri Lanka Annual Report 2012

 International Federation  
of Red Cross and Red Crescent Societies

**MAALK002**  
**30 April 2013**

**This report covers the  
period 1 January to  
31 December 2012**

*Children actively participating in planting  
tree as prevention of climate change.*  
**Photo: SLRCS.**



## Overview

The year has seen a number of projects completed and new interesting initiatives launched. We have successfully finalized the floods recovery operation and a community-based disaster risk management (CBDRM) project. An independent evaluation commended the remarkable achievements of the Sri Lanka Red Cross Society (SLRCS). Strong community awareness and preparedness were cited for successful evacuation of more than one million Sri Lankans after a tsunami alert in April 2012 was triggered by an 8.6 magnitude earthquake off the west coast of Sumatra in Indonesia.

SLRCS has also completed another cycle of its organizational development programme which focused on empowering the grassroots Red Cross structure. The Re-Engineering process that took almost three years to implement has now moved into a formal and strategic 'Beyond Re-Engineering' process, described in SLRCS booklet as 'The Way Forward'. Each branch is monitored by the national headquarters through a new monthly reporting format. The process has stimulated strong competition with branches vying to perform to a high standard.

In an effort to strengthen resilience of vulnerable communities, SLRCS has launched an Integrated Project for Community Safety and Resilience (IPCR) in 50 most vulnerable communities with a plan to expand to additional 50 communities by the end of 2015.

In an effort to empower SLRCS teams and individuals involved in preparing for and responding to disasters, a number of training events have also been organized. The flooding in November and December 2012 yet again tested SLRCS preparedness efforts over the last two years and confirmed these efforts to lessen death and alleviate the suffering of the affected population have worked well. The disaster also presented an opportunity to critically review the SLRCS disaster preparedness and response framework, which has been under development with IFRC support since 2010, and the flood contingency plan, also developed with IFRC support

in 2011. The recently conducted floods response simulation exercises (at national and district levels) have also proved vital to sharpen mobilization and coordination processes within the SLRCS. The success has encouraged the SLRCS and strengthened its commitment to investing more into disaster preparedness. At the same time, more must be done to strengthen the SLRCS mitigation efforts and warning systems, as well as prepare residents to face increasingly volatile weather.

## Working in partnership

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

## Progress towards outcomes

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

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<b>Outcome 1: Organizational disaster preparedness</b>			
Enhanced SLRCS capacity to prepare for, respond to, and help communities recover from disasters and crisis.			
<b>Output 1.1:</b> SLRCS has a sustainable, efficient, effective and nationally integrated operational framework (simple and clear standard operating procedures, protocols, systems, management processes, and response/contingency plans) that meet norms of disaster response best practice.			
a) The formal roles and responsibilities of SLRCS are defined within the national legal framework and the country disaster response plans of the government.	No mention of SLRCS in National DM act; Incomplete recognition of SLRCS role in the draft National Disaster Response Plan	National Disaster Response Plan National DM Act	0
b) An effective and efficient management and coordination mechanism established to ensure an integrated approach to disaster preparedness and response.	No formal coordination group	1	1
c) SOPs and disaster response/contingency plans are refined and tested at all levels of the SLRCS.	Since 2007, a number of tools had been developed: 1) Disaster	2	2

	Response framework 2) Floods contingency plan 3) NDRT/BDRT curriculum		
d) At least 10% of disaster affected populations are reached by SLRCS in coordination with national authorities and other organizations.	Baseline relies on actual reported affected populations	10%	9% (45,000 people)
e) SLRCS complies with minimum standards in humanitarian response (SPHERE).	n/a		
<b>Output 1.2:</b> An integrated approach to resource management for implementation of multi-sectoral disaster relief and recovery actions.			
a) Disaster risk reduction aspects (including assessment of changing climate risks) incorporated into disaster preparedness, response and recovery planning and practice (VCA training, SLRCS DR framework, SLRCS national contingency plan & community VCA plans).	Done ad hoc; not systematic	2	2
b) A sustainable human resource management system of motivation, retention and development is set up by SLRCS to ensure the response teams remain active and committed between disasters.	High staff turn-over	0	0
c) SLRCS response teams have a good mix of appropriate skills and competencies (in thematic areas relevant to SLRCS mandate and role), a gender balance and representation from different ethnic groups, cultures, and geographical areas.	No baseline	TBC upon conducting an inventory of SLRCS disaster response members and updating of SLRCS database.	
d) Number of active volunteers available for disaster response and recovery operation has increased by 50% from 2011 baselines.	750 (30 volunteers per each of 25 branches)	0	0
e) Contingency stock of emergency relief items pre-positioned at strategically identified locations sufficient to provide efficient and effective emergency relief to 12,000 disaster affected families.	Incomplete set of items (from 1,000 to 9,000)	12,000 families	5,000 families
<b>Comments on progress towards outcomes</b>			
SLRCS held a series of consultative meetings with internal and external stakeholders to refine its disaster response framework and contingency plans for floods. To test the framework and the plans, SLRCS organized a national-level two-day simulation exercise (with technical support of SARD and IFRC Disaster Management Unit). The exercise has surfaced a number of gaps in institutional preparedness of SLRCS for disasters and discussions are ongoing with SLRCS to follow up on the recommendations of the IFRC technical team and lessons drawn through reflections on the performance during the exercise. One identified gap was information management (simple mapping of emergency response resources) and awareness of			

various disaster response tools available to SLRCS. The exercise has confirmed that the SLRCS needs simpler SOPs and response plans for its national and sub-national (branch, district, division) teams. The head of IFRC DMU met with the SLRCS Disaster Management Policy Committee and a presentation was made covering the work of IFRC with emphasis on policy, strategy, the relationship between governance and management, and between Red Cross Red Crescent Movement and the government. The DM Policy Committee aimed to acquire knowledge on:

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

With SARD's technical support, IFRC will be facilitating a follow-up workshop for SLRCS management team to ensure an integrated approach to disaster preparedness and response. SLRCS was supported to set-up a central emergency operation room and an Emergency Response Operational Committee (EROC) at the national headquarters. The committee has eight permanent members representing various technical departments such as disaster management, health, organizational development, communications, and support services (finance, logistics). In an effort to empower teams and individuals involved in preparing for and responding to disaster, SLRCS has also trained 27 members of its branch disaster response teams (BDRT) from Matara and Badulla. Eight branches have been supported to develop district level disaster response contingency plans, which will be tested through district-level simulation exercises in the second half of the year.

Furthermore IFRC also supported SLRCS with prepositioning of a contingency stock of emergency relief items at strategically identified locations. With generous contribution of the Hong Kong branch of the China Red Cross, IFRC has completed the procurement of 5,000 hygiene kits and 1,600 baby kits and relief items have delivered to SLRCS warehouse.

Another important event of the year was a national workshop on volunteering in emergencies, which was attended by SLRCS governance and management representatives. The workshop identified gaps in SLRCS volunteer management framework, based on which an ambitious plan of action was developed.

As a follow-up to the national level floods response simulation exercise, SLRCS organized a district-level simulation exercise. The exercise highlighted gaps in coordination between various stakeholders at the district level and discussion is ongoing how to help SLRCS improve planning and preparedness for disasters. A follow-up workshop was conducted to raise awareness of SLRCS staff at the national headquarters on global disaster response tools.

In addition, the following training events were held:

- Two branch level water safety training events for 42 SLRCS volunteers in Trincomalee and Kalutara.
- One SLRCS staff member participated in the water and sanitation (WatSan) training in Nepal.
- Three SLRCS staff members attended the RDRT refresher training in Nepal.
- Four SLRCS/IFRC staff members attended a RDRT induction training in India in December 2012.

On 2 November 2012 an emergency appeal was launched in response to SLRCS request to mobilize international resources to assist 20,000 drought affected families (some 125,000 people) in rural remote areas of Sri Lanka to recover. These were identified by SLRCS as the poorest of the poor recurrently affected by the weather extremes whose coping capacities had been exhausted. CHF 145,336 was allocated from the IFRC Disaster Relief Emergency Fund (DREF) to complement actions of SLRCS during the most critical months of the disaster preceding the appeal launch. While SLRCS emergency funds were utilised to support tracking of safe water to the worst affected villages, IFRC DREF was spent to procure and distribute water containers in the affected areas to help people harvest and store water in anticipation of rains later in the year.

Due to limited resources, the livelihood cash has been provided to 1,400 farmers only out of 6,650 targeted

for livelihood cash grant distribution. Through subsequent distribution of water tanks and containers, another 5,000 families (25,000 people) and 100,000 children in 280 schools were assisted to have safe water storage facilities. During the most critical months of the disaster preceding the appeal launched, SLRCS had distributed safe drinking water to 5,500 families in four districts. SLRCS branches procured and delivered water from various sources from within the districts to the worst affected villages. Through dengue prevention and hygiene promotion work SLRCS has reached 12,500 people. The work included distribution of information and education materials, and consultations by health authorities through community meetings facilitated by SLRCS.

In response to heavy rains and flooding, SLRCS mobilized its trained volunteers to evacuate the stranded, to provide first aid and emergency relief. SLRCS estimates it reached out to 45,000 people directly and 150,000 people indirectly. SLRCS volunteers in Puttalam, Kurunegala, Batticaloa, Hambantota and Polonnaruwa were also engaged in cleaning hospital areas and contaminated wells. With the support the SLRCS has received through this appeal and directly from its in-country based partners, the SLRCS has performed at its best within its capacities and mandate.

The flooding in November and December 2012 tested SLRCS preparedness efforts over the last two years and confirmed these efforts to lessen death and alleviate the suffering of the affected population have worked well. The disaster also presented an opportunity to critically review the SLRCS disaster preparedness and response framework, which has been under development with IFRC support since 2010, and the flood contingency plan, also developed with IFRC support in 2011. The recently conducted floods response simulation exercises (at national and district levels) have also proved vital to sharpen mobilization and coordination processes within the SLRCS. The success has encouraged the SLRCS and strengthened its commitment to investing into disaster preparedness.

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

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<b>Outcome 1: Strengthening community safety and resilience</b>			
Enhanced SLRCS capacity to implement community-based approaches that increase the safety and resilience of vulnerable communities to the risks posed by natural and human-made hazards, poor hygiene, inadequate water and sanitation facilities, food insecurity, and diseases.			
<b>Output 1.1:</b> The most vulnerable communities in high risk areas have enhanced their capacities to adapt to and cope with changing patterns of risks posed by climate change, extreme weather events and diseases as well as wider socio-economic changes.			
a) SLRCS has developed a thorough understanding of the context in which it works, and has accurately identified the geographic areas where the risk to disaster is the highest, and where the most vulnerable communities or groups can be found	n/a	50 communities	50
b) SLRCS has efficient and effective procedures, guidelines, systems, management processes and tools in place and operational to achieve a quality impact in integrated community-based programmes	n/a	4 (CBDRM curriculum; Integrated selection criteria; VCA training curriculum; Baseline	4

		survey)	
c) Climate change adaptation is incorporated into SLRCS disaster risk reduction processes (assessment, planning and implementation including SLRCS information, education and communication projects and materials). 1) Baseline survey 2) VCA checklist 3) Community safety and resilience plans	n/a	3	2
d) SLRCS has sufficient human resources to provide technical support and manage integrated community-based programmes.	n/a	50	50
e) As part of a wider coordinated effort, SLRCS intends to support safety and resilience in up to 100 at-risk communities in the country during the next four years.	0	50	50
<b>Output 1.2:</b> Targeted projects designed and implemented for high-risk groups to prevent the spread of HIV/AIDS and Sexually Transmitted Infections (STIs).			
a) At least 75,000 people reached through information, education and communication (IEC) work targeting high risk groups (youth, migrant workers and their spouses, textile workers, prisoners, female and male sex workers and their customers, drug users, tea estate population).	75,000	20,000	0
b) At least 50,000 people seek a voluntary counselling and testing as a result of SLRCS work (advocacy, training, referral).	50,000	12,000	0
c) At least 75 people living with HIV provided with livelihood and food support	75	0	0
d) In partnership with UN and other agencies, SLRCS designs and implements support projects for women exposed to violence (targeting at least 30,000 women).	30,000	0	0
<b>Comments on progress towards outcomes</b>			
<p><b>Community-based disaster risk management project:</b> SLRCS successfully completed the community-based disaster risk management project in 20 communities in Gampaha, Matale, Ratnapura and Nuwera Eliya districts. The final external evaluation of the project highlighted a significant impact by SLRCS in enhancing safety of the targeted communities. Strong community awareness and preparedness are being cited for successful evacuation of more than one million Sri Lankans after a tsunami alert was triggered by an 8.6 magnitude earthquake off the west coast of Sumatra in Indonesia. SLRCS also produced a documentary on the CBDRM approach and have developed six case-studies on lessons learned for wider dissemination within and outside the RCRC Movement. The evaluation recommended expanding the focus of future CBDRM programmes beyond community safety to resilience through a stronger integration. This was taken into consideration in developing the Integrated Project for Community Safety and Resilience (details given in below)</p> <p><b>Integrated Project for Community Safety and Resilience (IPCR):</b> Incorporating lessons learned from its community based programmes SLRCS launched a new Integrated Project for Community Safety and Resilience (IPCR) in 50 risk prone communities in ten districts, a mix of both urban and rural communities, each with their peculiarities requiring a tailored approach. Communities were selected based on vulnerability and capacity assessment. SLRCS aim is to reach 100 communities over a span of four years. In all areas, SLRCS trained staff and volunteers on community-based approaches and tools. The training curriculum integrates basic components of CBDRR and CBHFA, as well as livelihood</p>			

assessment methodologies and incorporates climate change adaptation guidance.

Tremendous effort was invested into improving baseline survey tools and processes. An integrated baseline was conducted in all communities (report available upon request). Community Coordination Committees were facilitate and oversee the implementation of the project.

Based on participatory vulnerability and capacity assessment (VCA), each community prioritised risk mitigation projects. The table below summarised the completed activities.

District	Name of Community	Activity	Total support by IPCR (LKR)	Number of families benefited	
				Direct	Indirect
Badulla	1) Imbulgoda	Construction of a water supply system	508,373	111	407
	2) 78B Jungulla	Construction of a water supply system	422,097	31	537
	3) Dambakote	Construction of a water supply system	498,049	30	54
	4) Hathakma	Renovation of a safe evacuation route	546,253	88	262
Colombo	5) Sedawaththa	Construction of common latrines	500,000	25	75
	6) Jalthara	Construction of latrine	459,975	10	100
Kegalle	7) Thunthota	Construction of 1st floor of the community centre	600,000	60	240
	8) Morawaththa	Construction of Side walls and drains to improve drainage	492,405	50	120
	9) Heenatipona	Construction of purification tank	499,994	160	260
	10) Warakapona	Construction of common well	38,022	160	260
		Construction of six latrines	357,426	6	24
Mannar	11) Mathakiramam	Renovation of drinking water wells	499,835	42	170
	12) Periyamurippu	Renovation of drinking water wells	497,845	23	85
	13) Kalliyadi	Construction of latrine	549,996	12	48
	14) Illuppakadavai	Construction of latrine	450,000	9	35
	15) Paliyaru	Construction of latrine	499,993	13	60
Matara	16) Pahala Athuraliya	Construction of latrine with water supply for community hall	84,370	50	404
		Construction of latrine in community hall and pre-school	91,627	45	404
		Mending the river embankment to reduce floods	323,008	75	351
	17) Paraduwa	Construction of latrine	464,582	11	50
	18) Malinbada East	Construction of latrine	490,571	9	48
	19) Katuwangoda	Construction of latrine	460,413	9	51

The infrastructure projects were complemented by community awareness efforts. A total of 25 nutrition education programmes were conducted in collaboration with Ministry of Health in which targeted 800 pregnant and lactating mother. The programme focused on increasing knowledge of nutritious food consumption, dietary modifications and healthy lifestyle. Meanwhile, awareness programmes on hygiene promotion were conducted for 763 people from 25 communities. The programme promoted good hygiene practices, hand washing and prevention of water borne diseases.

Furthermore, awareness sessions on non-communicable diseases (NCD) were organised in 22 communities. The sessions focused on both primary and secondary prevention of NCD. As secondary prevention

intervention, 1,158 individuals in high risk of NCD were screened and referred to relevant health institutions.

In addition, IPCR supported a dengue epidemic control campaign, which included household visits and distribution of education materials by SLRCS volunteers to raise community awareness and monitor the implementation of dengue control measures. In total, 345 Red Cross volunteers were mobilized in five districts and 26 cleaning campaigns have been conducted. Some 136 high risk breeding places were identified and eliminated in these cleaning campaigns. Leaflets were distributed to 34,500 households. Dustbins were procured and distributed as well. The dengue control campaign is estimated to have reached over 40,000 people.

Based on the VCA findings disaster risk reduction awareness programmers were organized in ten communities for some 400 people. The awareness sessions mainly focused on landslides and flood hazards and how changing climate influence these events.

With the aim of forming a pool of multi-skilled volunteers, training programmes were organized for selected volunteers. Epidemic control trainings were conducted for 215 volunteers from 20 communities. The trained volunteers were linked up with Public Health Inspectors of the area and are available to be mobilized during epidemic emergencies. First aid trainings were provided to 258 volunteers from 25 communities. These volunteers will be grouped into first aid response teams in their respective communities.

In Colombo, Badulla, Kegalle, Matara and Mannar districts, 25 schools closest to the communities were selected to carry out school resilience activities. The objective was to use schools as a mean of getting the resilience messages to communities while improving the safety of the children in schools. In the process SLRCS conducted district level education authority orientation and school community orientations. In collaboration with Ministry of Education, sensitization programmes on school safety interventions were conducted with the participation of 46 selected teachers. These teachers were given the responsibility of organizing school safety activities in the schools. First Aid team trainings were conducted in 10 schools. It was also planned to conduct school risk assessments in 25 schools in 4th quarter of 2012 but due to busy schedules of the schools it had to be rescheduled for the 1st quarter of 2013.

In September 2012, IPCR has been expanded to 25 new communities in five more districts – Matale, Rathnapura, Polonnaruwa, Kurunegala and Galle. During reporting period selection of 25 new communities was completed with the participation of government DM, health and other relevant stakeholders. Recruitment and training of field staff was completed too (25 staff members: 5 district coordinators, 10 divisional coordinators, 10 community mobilisers). Newly trained staff members initiated rapport building with communities and planned the baseline survey. Identification of volunteers from the communities to support the implementation of the project was carried-out too. Staff training and VCA is planned for the first quarter of 2013.

To strengthen the understanding and application of CCA strategies, in partnership with the RCRC Climate Centre, SLRCS together with IFRC organized training for SLRCS staff from the national headquarters and branches, including districts coordinators of IPCR. Representatives of various government and non-governmental organizations and agencies, including Disaster Management Centres, Meteorological department and research institutions, also attended. The training focused on assisting SLRCS in identifying entry points to incorporate climate change aspects into the community resilience work. An action plan was drafted to help SLRCS implement 'climate smart' programmes.

As one of the follow-up activities to the CCA training, SLRCS initiated a nationwide tree planting campaign. The campaign mobilized 5,000 school children in 25 districts of Sri Lanka. IEC materials on CCA were produced to educate students and encourage behavioural change.

Initial meetings were held by SLRCS with the University of Peradeniya to mobilize the university's technical expertise for the CCA training. The Climate Secretariat of the Ministry of Environment also participated in

facilitating the training. SLRCS is discussing a possibility of a longer term partnership with these institutions in designing and implementing community resilience support initiatives in the 50 communities targeted by IPCR. SLRCS also initiated meetings with the University of Sabaragamuwa to mobilize the university's technical experts and students in support of issues identified in IPCR.

SLRCS in partnership with the Ministry of Disaster Management has led a multi-agency collaborative initiative, which aimed to standardize the CBDRR curriculum by contextualizing IFRC regional and global tools. A series of workshops and working group meetings were held to review the material. The review process was completed in December 2012 and CBDRR curriculum was finalized as a national guide to train CBDRR field practitioners. Some 500 copies of the translated curriculum was printed and distributed among DMC and other stakeholders.

Due to time constraint interventions related to promotion home gardening, HIV awareness, tobacco and alcohol prevention were rescheduled for the 1st quarter of 2013.

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

Climate change adaptation is one of the areas that SLRCS is keen to build its strengths on. SLRCS has made a significant effort to build its capacity in terms of staff sensitization and developing partnerships with stakeholders. Climate change information was incorporated into the baseline survey and VCA. Much more however remains to be done. In 2013 it is planned to develop a check list for climate smart programming.

**Outcome 2:** SLRCS has scaled up leadership and institutional capacities that extend reach and quality of services.

**Output 2.1:** SLRCS has established, well-functioning grass roots level structures to ensure sustainable service delivery to the most vulnerable.

a) Red Cross grassroots level structures established in 50 high risk communities (prioritised through VCA building on community resilience work of SLRCS).	At the end of 2011, SLRCS had 25 branches, 127 divisions and 399 units countrywide.	25	15 units have been established by end Dec. 2012
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**Output 2.2:** Clarity and compliance on constitutional roles and responsibilities of governance and management at all levels of the National Society.

a) SLRCS has reviewed its constitution to achieve clarity on the roles and responsibilities.	SLRCS Constitution	1	0.75 completed - Reviewed and have submitted final layout for CGB approval
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b) Understanding of constitutional roles and responsibilities enhanced at all levels of the National Society.	NA	NHQ and 25 branches aware 100%	NHQ and 20 branches were given awareness and monthly monitoring system is in place
c) Full compliance to constitutional requirements and regulations/guidelines on the separation of roles and responsibilities of governance and management.	NA	NHQ and 25 branches	Full compliance could be seen in NHQ and 80% of branches. Monitoring system is in place with the way forward
d) SLRCS Governing Board meets the 'Characteristics of a Well-Functioning Governing Board' as set out in the National Society Governance Guidelines.	NA	0	0
<b>Output 2.3:</b> Improved strategic and programme planning, monitoring, evaluation and reporting capacity of SLRCS.			
a) SLRCS has reviewed and updated its long-term strategic plan - SP (beyond 2013) identifying strategic issues and developing a road-map to achieve the mission and vision of SLRCS.	Strategic Plan 2009 to 2013	Not a priority in 2012	Development of beyond 2013 SP included in 2013 plan
b) SLRCS has developed capacity to collect and analyse data (baseline and endline) and undertake its own research to build a strong knowledge to better inform its strategic and programme planning as well as support advocacy on priority issues (through publications, materials and campaigns developed based on the research).	N/A	Not in 2012 plan	However a number of interventions such as baseline survey of IPCR A group branches, dialogue with universities to start community research projects were initiated
c) PMER system and guidelines developed, skills improved and discipline enhanced at all levels.	No standard tools and templates	1	0.25
d) A number of new break-through initiatives originating	N/A	3	1

from branches.			
e) Every year SLRCS develops and disseminates at least five case studies on its work with vulnerable communities.	N/A	5	5
<b>Output 2. 4:</b> Improved SLRCS youth volunteer management practices with a reinforced focus on the role of youth as agents of change and basic values and attitudes towards volunteering.			
a) SLRCS refines a youth volunteer management system, policies and procedures.	n/a	1	Youth programme rules and procedures were refined and volunteer management manual upgraded
b) The number of young people volunteering for SLRCS has increased by 30% from 2011 baselines.	15,890	20,657	12,600
c) Retention of youth volunteers has increased by 20% from 2011 baselines.	15,890	19,068	12,600
<b>Output 2.5:</b> Effective and efficient financial management practices.			
a) Financial procedures refined to enable effective and efficient support to programmes.	A complex financial manual	0	0
b) Awareness on procedures and discipline enhanced at all levels.	N/A	100% awareness among all staff on procedures	60% improvement
c) No delays in cash transfers (from national headquarters to branches) and settlement of working advances.	Transfer delays caused more than 10 working days in cash transfers (from NHQ to branches) and settlement of working advances	Reduce fund transfer duration from NHQ to branch for less than 5 days and receive settlements of W/A on time	Average fund transfer duration is 3-5 days and more than 90% W/A settlements are received by NHQ on time
d) All SLRCS financial reports produced with full adherence to the reporting conditions agreed with partners.	N/A	Zero complaints and concerns of donors on SLRCS financial reports	70% improvement on SLRCS finance reports as per donor reporting requirements

**Comments on progress towards outcomes**

Red Cross unit level structure formation completed in 15 communities of 25. Ten units (five each in Badulla and Colombo districts) under IPCR project could not complete by end 2012. However in first quarter of 2013 Colombo branch has established another four Red Cross units while six are still pending. The drawback was caused due to heavy focus on community resilience building activities by Badulla and Colombo branches.

A consultation process on the review of the SLRCS Constitution led by a special committee appointed by the Central Governing Board (CGB) has been completed. Finalisation planned in 2013.

Awareness sessions were conducted for SLRCS NHQ and 20 branches on constitutional roles and responsibilities of SLRCS governance and management. Due to time constraints, the balance five branches have received training in first quarter of 2013. Monitoring reports on the reengineering process show fully compliance by NHQ and 80 per cent of branches complying with the divide of roles and responsibilities enshrined in the Constitution of SLRCS. So far 'Characteristics of a Well-Functioning Governing Board' have not been set out in the National Society Governance Guidelines, which will be defined in 2013.

Basic PMER formats have been developed for IPCR and shared with focus branches. However development of comprehensive planning, monitoring, evaluation and reporting (PMER) system for SLRCS has to be addressed in 2013.

In 2012, five successful case studies on SLRCS community activities have been published on the SLRCS website and the "Spotlight" SLRCS quarterly magazine.

SLRCS youth programme rules and procedures were refined in early 2012 which have brought down age limit of youth from 18-28 years to 18-23 year. Due to change of age category total number of youths has reduced to 12,600.

SLRCS policy, procedures awareness sessions have been conducted during progress review meetings and various staff training sessions which has increased awareness of staff members of policies and procedures. Furthermore due to continuous follow-up on fund transfers and bill settlements, fund transfer timespan has been reduced to three to five days on average while more than 90 per cent working advance settlements are now received on time.

**Business Line 4: "To heighten Red Cross Red Crescent influence and support for our work"**

Indicators	BL	Annual Target	Year to Date Actual
<b>Outcome 1:</b> SLRCS is respected and recognized as a neutral and impartial humanitarian actor voicing support for the needs and aspirations of vulnerable communities.			
<b>Output 1.1:</b> SLRCS has reformed its legal base to strengthen its auxiliary role to the government of Sri Lanka.			
a) SLRCS systematically engages with the government to increase awareness of its work, mandate and the Fundamental Principles.	n/a	On-going humanitarian diplomacy	
b) SLRCS auxiliary role defined within the national legal framework.	No RC law	0	0
c) SLRCS role and contribution is recognized in the Government's National Response and Contingency Plan (NCP) and National Disaster Management Plan (NDMP).	0	0	0
<b>Output 1.2:</b> SLRCS has affective communication, relationship management and resource mobilization			

capacities that strengthen visibility and understanding of SLRCS work and inspire diversified contributions that match the scale of humanitarian challenges.			
a) A quality resource mobilization strategy developed based on analysis of funding trends, donor (government and private business) strategies, and new partnership opportunities.	N/A	0	0
b) SLRCS staff and volunteers trained to improve their communication, relationship management and resource mobilization skills.	N/A	25	0
c) The number of reports about the SLRCS on main national	16	24	41
d) Radio/TV stations increased by at least 50% from 2011 baseline			
e) The number of articles about SLRCS in main national newspapers/magazines increased by at least 50% from 2011 baseline.	40	60	72
f) The number of visitors of SLRCS web site increased by 30% from 2011 baselines.	30,000	40,000	43,375
g) Public perception of SLRCS image improved measured through public opinion surveys and media content analysis.	N/A	1 public survey	0
h) The number of SLRCS Facebook friends increased by at least 50% from the 2011 baseline.	562	843	937
i) At least two national and 10 local fundraising campaigns organized during a year.	N/A	12	0
j) At least two short films produced to promote SLRCS learning from community resilience programme.	N/A	2	2
<b>Output 1.3:</b> SLRCS becomes a primary reference for key media in times of disasters.			
a) Timely, quality press releases, twitters, audio-video visuals (During emergencies).	N/A	0	0
b) Communication protocol during disasters developed.	N/A	1	1
c) A workshop on disasters and humanitarian reporting for 20 journalists conducted.	1	1	0
d) Regular press events and field visits for the main news organizations facilitated by SLRCS.	N/A	6	5
<b>Output 1.4:</b> SLRCS promotes social inclusion (of minorities, ethnic groups and disadvantaged people) and non-violence.			
a) Gender, diversity, tolerance and anti-discrimination are mainstreamed in SLRCS national and community-based programmes	N/A	1	1
b) An advocacy programme identifying issues pursued by the SLRCS and principle targets developed.	No strategy	1	1
c) Successes and failures of advocacy campaigns evaluated.	No evaluated	1	1
<b>Comments on progress towards outcomes</b>			

- 25 communication workshops planned for 25 branches could not be held due to unavailability of funds. However we managed to have two social media workshops, four photography workshops for NHQ and for northern branches.
- 41 news packages were produced on TV, radio and online reaching the targets for 2012.
- 72 new articles were published in local daily newspapers in three languages – English, Tamil, Sinhala.
- Promotions on social media networks like Twitter, Facebook, YouTube, Flickr helped bring in traffic to the local website beyond the targets.
- Social media was a main medium of communication with an ambition to become a leader among the National Societies in South Asia.
- During Cyclone Nilam which passed through Sri Lanka and India, SLRCS has been actively disseminating information of Red Cross activities. Pictures, videos and stories from the field were published on Facebook and Twitter. This pushed the key position of SLRCS from an organization that gives information to a leader in disseminating information. Our Twitter followers and Facebook friends grew in an alarming rate during this period, due to the quantity and quality of information that was published.
- Two documentaries on community based disaster risk management and flood response operations were produced.
- A video case study was prepared on the Red Cross post-conflict recovery operation.
- A number of field visits were facilitated for national and internal journalists. Sri Lanka's contribution to the Silent Disaster Campaign of the Euro News Network was also facilitated. Many queries by journalists were taken by the communications team, with requests for interviews and information on SLRCS relief work during floods.

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

Indicators	BL	Annual Target	Year to Date Actual
<b>Outcome 1:</b> Partner support to SLRCS is well-coordinated, founded on SLRCS priority needs, and implemented in the spirit of good partnership.			
<b>Output 1.1:</b> Effective coordination mechanism is in place to build greater collective responsibility and trust.			
a) SLRCS has well-established, realistic strategic and operational planning processes that are communicated and supported by partners.	Inconsistent planning practice	1	1 (participatory annual planning process)
b) Regular coordination forum established for all Movement partners engaged in Sri Lanka	Ad hoc meetings	Various programme level coordination meetings	
c) SLRCS programmes are supported through a pooled funding mechanism and meeting commonly agreed performance and accountability criteria.	No mechanism	0	0
<b>Comments on progress towards outcomes</b>			
On-going coordination at programme level with all in-country based Movement partners and other stakeholders, including German Red Cross, Norwegian Red Cross, Japanese Red Cross, Canadian Res Cross, American Red Cross and ICRC. From July 2012 onwards, only two PNS will remain in the country – German Red Cross and Canadian Red Cross. The Japanese Red Cross delegate exited at the end of March 2012, while the American Red Cross in May 2012. The Norwegian Red Cross closed their country office at the end of July 2012.			
During the reporting period, there has been an increased engagement with the Australian Red Cross and the Hong Kong branch of the China Red Cross. An IFRC delegate, funded by Australian Red Cross, oversees the implementation of the ARC funded components of the Red Cross Post-Conflict Recovery operation in the Northern Province.			

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

## Stakeholder participation and feedback

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

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Social and political unrest: Protests against national policies or local issues which may slow or disrupt the progress of community-based work and restrict access to project sites	MEDIUM	Beneficiary communication is the foundation of our projects and has proven effective in managing disputes at a local level. National level unrest is beyond our control. However, we have security regulations and continuity plans for such eventualities.
Currency depreciation or inflation: Depreciation of Sri Lankan rupee or inflation of prices (during the last 12 months the exchange rate LKR-CHF fluctuated between LKR 110 and LKR 135 for CHF 1).	MEDIUM	Continued monitoring of the market prices and progress/constraints faced by our projects.
Efficiency of financial management - delays in cash transfers (from national headquarters to branches) and settlement of working advances (from branches to national headquarters).	MEDIUM	One priority for IFRC support over the coming four years is to assist SLRCS to improve its financial management practices. Through previous programmes, SLRCS developed a finance manual and upgraded its financial management software, and but the manual needs revision to simplify some of the procedures.
Project management efficiency and effectiveness	MEDIUM	The risk mitigation strategy is in-built in our monitoring and evaluation strategy. To single out few, in an effort to improve SLRCS project management capacities, we have: <ul style="list-style-type: none"> <li>• mobilized technical support to help SLRCS develop PMER tools and templates, and improve practices</li> <li>• supported monthly review meetings with SLRCS national headquarters and branch staff implementing the integrated programme for community safety and resilience to encourage</li> </ul>

		regular discussion of the progress, challenges, constraints faces and better planning.
Retention of trained staff and volunteers	HIGH	<p>In an effort to support retention of trained staff and volunteers, the Programme has:</p> <ul style="list-style-type: none"> <li>provided tools and technical support to improve community-based resource management practices – including recruitment, motivation, retention, and development of volunteers.</li> </ul> <p>As part of the 2013 action plan IFRC will also support SLRCS in developing a continuum/development plan for SLRCS national and local response teams (outlining the minimum human resource capacity SLRCS requires to respond effectively to disasters and crises, procedures for recruitment and deployment, as well as diverse approaches to staff and volunteer development. motivation, retention - or exit - and capacity building) – ref to LTPF BL 2, outcome 1.</p>

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## Lessons learned and looking ahead

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

In 2013 efforts will continue towards the long-term objectives of IFRC in Sri Lanka articulated in the long-term planning framework (LTPF) 2012-2015. The plans include to build on the achievements and lessons learned in 2012. The SLRCS is at an important juncture and probably more than ever before requires our support to consolidate its remarkable achievements and to take forward some vitally important reforms it has

implemented since the launch of the reengineering process. Over the last few years, SLRCS has undergone a major restructuring, through which it re-emerged a stronger partner with a greater integrity.

Many of the recommendations of the Central Governing Board have been implemented and as a result of these radical reforms, SLRCS is a relevant, more efficient and accountable organization, preventing and alleviating suffering, promoting human dignity and peace in the country. An evaluation by an independent expert commended SLRCS work in response to the 2011 floods, which affected close to 1.2 million people. SLRCS is successfully implementing an integrated programme for community safety and resilience in 50 communities throughout the island. It is a leading actor contributing to post-conflict reconstruction of the Northern Province emerging from nearly three decades of war.

Reforms, however, need to continue to reposition the organization, to empower its branches and transform SLRCS into a sustainable humanitarian service provider. This is well recognised by the SLRCS leadership and the coming three years (2013 to 2015), which have been defined by SLRCS as the years of “Beyond Reengineering”, will be crucial to test the SLRCS commitment to change. IFRC will continue playing a vital role in supporting SLRCS on this important journey.

## Financial situation

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

## How we work

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

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

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



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

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

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

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