

# Report 2004-2008



International Federation  
of Red Cross and Red Crescent Societies

## Federation-wide Tsunami Semi-annual Report: Sri Lanka

Appeal No. 28/2004

21 July 2008

This report covers the period of 1 November 2007 to 30 April 2008, but reports cumulative totals from December 2004 onwards.

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society groups to prevent and alleviate human suffering from disasters, diseases and public health emergencies.



A fresh start: A beneficiary in eastern Ampara, Sri Lanka, receives a sewing machine as part the American Red Cross psychosocial support programme. International Federation/ Kelly Bauer.

### In brief

**Executive Summary:** During the six-month reporting period [November 2007 to April 2008], the Red Cross Red Crescent has completed projects representative of its wide ranging post-tsunami operation despite complexities in some operating environments. These include construction of new houses, extension and laying of new water pipelines, livelihoods support, reconstruction and rehabilitation of health infrastructure, building of both Sri Lanka Red Cross and community disaster risk management and reduction capacities. Around 42 percent of the Red Cross Red Crescent projects have been completed or are underway. Most of this progress is in the southern districts of Sri Lanka where implementation has not been affected by the conflict. In the north, where fighting continues, almost all projects remain suspended until the situation allows for implementation.

Much of the progress in project implementation has been in the housing sector, which is one of the largest components in the Red Cross Red Crescent post tsunami recovery programme. In the past six months alone, the Red Cross Red Crescent has provided 2,680 houses. Housing construction projects in Galle, Matara and Hambantota have been completed. To date, a total of 3,832 beneficiaries, of the 5,657 registered beneficiaries from the Community Recovery Reconstruction Partnership (CRRP), have started to receive top-up and full cost disbursements. Both community water and sanitation and construction safety equipment programmes are underway. The disbursement of funds under community water and sanitation and construction safety equipment programmes commenced during the first quarter of 2008.

There has also been progress in the health infrastructure projects component, where the Red Cross Red Crescent has signed a memorandum of understanding (MoU) with the Ministry of Health for implementation of 76 health infrastructure projects. Several of the smaller scale projects have been completed, while some of the larger scale projects are progressing well. Twenty five such projects have already been completed, 44 are underway and 7

projects are at the tendering or design phase. The scope of works includes the construction of new buildings as well as renovation and refurbishment of existing health facilities, together with the supply of new medical equipment.

To date, around 40 livelihood projects have been completed by the Red Cross Red Crescent. Approximately 25,000 families have been assisted through these projects and many of the long-term projects are continuing. Supporting newly resettled housing beneficiaries became the primary focus of most livelihood projects as they concentrated on providing these beneficiaries with cash grants to resume their normal lives. These projects have shown remarkable results as per the programme monitoring results.

Across the board, Red Cross Red Crescent partners in Sri Lanka are now taking on more collaborative and integrated approaches to programming, both between programme areas and through involving beneficiaries directly, as part of community-based initiatives. This approach increases both the efficiency and the quality of the projects.

As projects are completed, some Red Cross Red Crescent partners have begun implementing their exit strategies, with the Netherlands and Australian projects, plus the Taiwan Red Cross Organisation projects, being the latest to conclude in Sri Lanka.

***Click here for the [global tsunami semi-annual report](#) and collective Red Cross and Red Crescent financial report, and here for other [tsunami semi-annual reports by country](#). The list of national societies currently involved in the tsunami operation and the notes/methodology regarding programmatic performance indicators are available in the global report.***

## Operational Overview

The recurrent conflict between the Government of Sri Lanka and Liberation Tigers of Tamil Eelam (LTTE) is having a severely negative impact on the country's economy, particularly in the north and east. Before 2006, economic growth rates of these provinces were the highest in Sri Lanka, but it is now believed that they have now fallen to pre-2002 levels. The civilian population is bearing the brunt of the economic impact of the conflict. Unemployment is high and inflation is gradually rising. The cost of basic commodities such as bread, rice and cooking gas has risen exponentially. Electricity and water rates have also seen dramatic price hikes. Since the resurgence of the conflict, there has been widespread civilian displacement in the north and east of the country.

However, despite the insecurity, some owner driven housing projects in the north and east have continued relatively unaffected by the conflict, including sites located in LTTE controlled areas. The current assessment allows for long-term programme planning to continue with the understanding that long delays, suspension or abandonment of programmes are to be expected and contingency plans for this need to be incorporated into programme planning.

The western and southern districts of Sri Lanka have recently been seriously affected due to heavy rains. The low depression in the Bay of Bengal has caused the early monsoon season rains to be more intense than usual, leading to flooding in the districts of Kalutara, Galle, Ratnapura, Gampaha, Colombo, Matara, and Kegalle. Approximately 90,000 families (around 360,000 people) are believed to have been affected by the torrential rains so far. The highest number of affected people has been reported to be in the western district of Kalutara, where more than 50,000 people are currently in need of immediate relief supplies. Transportation routes have also been disturbed as a result of the flooding; the main roads that stretch from north to south and from east to west in the Kalutara district are currently under water as the Kalu Ganga River overflowed its banks. Several sections are completely flooded, causing all transportation to be suspended in this and some of the other affected districts.

## Performance

On the whole, the level of progress is in line with the original 3-5 year projected time frame. The Red Cross Red Crescent has a portfolio of more than 450 projects (completed and ongoing). The ongoing projects are being implemented by the International Federation Secretariat and 16 partner national societies currently operating in the country, with the Sri Lankan Red Cross Society (SLRCS) at the forefront of the operation. Since the tsunami,

188 projects have been completed. These projects include distribution of non-food relief items, livelihoods support, health and care, water production and distribution and construction of new houses and health structures.

The construction of hospitals and health facilities is a long and complex process. The planning, design and tendering phases of a typical hospital project can take up to 12 months, whilst the construction period can go on for up to two years. Almost all the Red Cross Red Crescent health infrastructure projects are focused on rehabilitation of functioning hospitals, which means that the planning and construction is more complex and has to be implemented in stages over a longer timeframe.

Work is currently underway on 30 water and sanitation projects across eight districts. Much of the Red Cross Red Crescent water and sanitation portfolio in Sri Lanka includes large infrastructure projects, such as laying pipeline networks to new resettlement areas. Targeted tsunami-affected families will only get access to the improved water sources once the entire project is finalised and water is connected to the catchments area, hence the discrepancy in number of persons who have already gained access to an improved water source versus number of persons targeted for access.

### Performance Table

<b>Programmatic Performance Indicators for Sri Lanka</b>	<b>Total</b>
Overall estimated number of persons reached by Red Cross Red Crescent partners	1,963,846
<b>Total number of persons with access to an improved water source</b>	<b>95,333</b>
Number of hospitals and clinics completed	25
<b>Total number of hospitals and clinics to be provided</b>	<b>82<sup>1</sup></b>
Number of houses occupied	15,412
Number of houses completed	18,889
Number of houses under construction	10,970
Number of houses planned	996
<b>Total number of houses to be provided</b>	<b>30,855</b>
Number of persons certified or skilled in community-based first aid (including psychosocial support)	33,986
Number of households that have received livelihood support grants	28,715
% of projects with a sustainability plan or documented exit strategy	80%
Estimated percentage of projects with one or more forms of local participation	50%

*<Click [here for a table showing quantitative analysis of the tsunami operation by performance indicators](#)>*

Red Cross Red Crescent partners operating in Sri Lanka aim at placing Sri Lanka Red Cross Society (SLRCS) as an important contributor to health development in Sri Lanka. Nine partner national societies, along with the International Federation Secretariat, are working closely with health department of the SLRCS at central, branch and unit levels, to build capacity of the national society in contributing and responding to priority health needs. The response is particularly aimed at meeting the needs of vulnerable and poor communities often living within rural, remote and impoverished communities across the 26 districts of Sri Lanka.

The Red Cross Red Crescent health and care programmes in Sri Lanka have consolidated their work portfolio within five main technical areas:

- First aid (including commercial first aid);
- Community-based health (CBH) and community-based first aid (CBFA),
- Public health in emergencies (PHE),
- Psychosocial support programme (PSP), and
- HIV and AIDS, and blood donor recruitment.

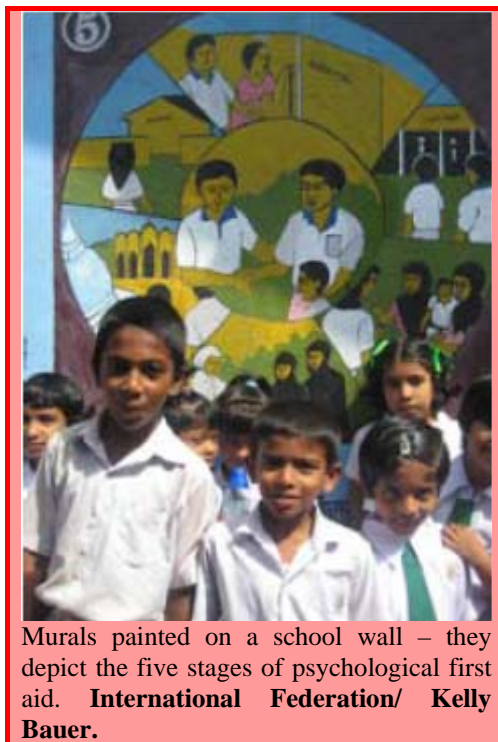
<sup>1</sup> 76 of these projects fulfil an MoU with the Sri Lankan government

The first aid training programme has attained a countrywide coverage with exception of one out of the 26 districts of Sri Lanka. Efforts are ongoing to strengthen the quality of this programme. It is subject to a mid-term evaluation, and priority has been placed on sustainability and exit strategies.

Since the community-based health (CBH) programme will phase out during 2009/10, this programme is linked with community-based first aid (CBFA). CBFA activities will replace the CBH activities.

The public health in emergencies programme includes plans for establishing joint branch disaster preparedness and health response teams as well as exploring collaboration with the World Health Organization (WHO) under an existing MoU. The latter collaboration will potentially address prevention of violence and promote reconciliation in the pilot districts.

PSP interventions are being implemented both as 'stand-alone' projects as well as integrated components of the CBH and CBFA programmes. The present 'stand-alone' PSP will phase out by the end of 2008; new target groups and project concepts are currently being developed.



Murals painted on a school wall – they depict the five stages of psychological first aid. **International Federation/ Kelly Bauer.**

The HIV and AIDS prevention programme in the Tea Estate sector is being expanded, and capacity for countrywide HIV awareness-raising has been strengthened. Project collaboration has started between SLRCS, the National Blood Transfusion Services and the Ministry of Health in two pilot districts. This is in addition to some promotion activities taking place across the country.

## Water and Sanitation



Labourers lay pipeline in the trench in Ampara district. Over 200 kilometres of new pipeline will bring piped water to 100,000 people living in Ampara district alone. **German Red Cross.**

The water and sanitation component of the Red Cross Red Crescent in Sri Lanka plays an important role in the tsunami operation. Red Cross Red Crescent partners are carrying out large infrastructure projects to provide water supply and improve sanitation systems, both for the Red Cross Red Crescent relocation housing sites and for tsunami-affected communities as a whole. Today, the Red Cross Red Crescent is one of the biggest donors and implementer of post-tsunami water and sanitation projects in Sri Lanka.

Twenty six (26) of these projects are included in an MoU with the government through the National Water Supply and Drainage Board (NWSDB). The projects include linking existing water supply schemes to new resettlement areas and creating new water supplies through provision of water treatment plants, water towers, collection tanks

and piping that takes safe water directly to the homes of the beneficiaries. The MoU covers water and sanitation projects in five tsunami affected districts (Galle, Matara, Hambantota, Ampara and Jaffna). Out of the total MoU projects, three in Hambantota district have been completed, 14 are ongoing in the remaining districts, while one project is on hold in Jaffna. Eight of the original MoU projects have since been cancelled, mainly due to changing priorities in the targeted districts.

Outside the MoU, an additional 26 water and sanitation projects are under implementation in nine coastal districts. These include several projects to upgrade sanitation facilities in schools, to clean wells, supply rural water, install solar pumps in wells, monitor water quality and build a water treatment plant. Eight of these projects are now completed, a further 15 are ongoing, and three have been cancelled due to shifting priorities.

Construction of rural water systems is an important part of the Red Cross Red Crescent water and sanitation portfolio. Currently, the Red Cross Red Crescent is actively involved in construction of rural water systems targeting tens of thousands of people. The programme focuses on providing clean potable water to several houses to promote hygiene and other health benefits. Hygiene promotion is actively carried out in these districts to encourage people to use fresh and clean water.

## Shelter / Community Construction

The tsunami damaged or destroyed 120,918 houses and displaced more than half a million people in Sri Lanka. Communities in 14 coastal districts were badly damaged. From the outset, the Red Cross Red Crescent was committed to building quality homes as a catalyst to rebuilding the lives of tsunami-affected communities. The Red Cross Red Crescent subsequently took on the role as the biggest single housing donor to the tsunami recovery in Sri Lanka. It has, since early 2005, been helping to build houses in 12 tsunami affected districts through a variety of approaches.

In the wake of the tsunami, the Government of Sri Lanka launched two types of housing programmes to meet the needs of affected families. Under the ‘donor driven’ approach, contractors are employed to construct new houses on resettlement land, mainly provided by the government. 18,889 houses had been completed by 30 April 2008 while construction of 10,970 houses is currently underway. 3,586 of the houses completed so far have been fully funded while 15,303 have been co-financed.

Under the ‘owner driven’ approach, Red Cross Red Crescent partners are providing cash grants to help people rebuild their own homes. In some cases, Red Cross Red Crescent partners are providing the beneficiaries with grants to cover the entire cost of rebuilding their homes, in other cases the Red Cross Red Crescent is providing supplementary grants to finalize the reconstruction of houses that were initiated through the government’s base grant programme. In some construction projects, Red Cross Red Crescent partners are members of multi-agency consortiums. There are also projects where Red Cross Red Crescent partners have co-funded other organizations to build houses.



Construction labourers lay cement blocks to construct the wall of a CRRP house. Red Cross Red Crescent partners have channelled USD 50 million into owner-driven housing through the CRRP programme. **International Federation.**

The Red Cross Red Crescent is taking an active part in the owner-driven housing programme, through a partnership agreement called ‘Community Recovery and Reconstruction Partnership (CRRP)’. Some key partners include the GoSL, the International Development Association (IDA) of the World Bank, and UN Habitat.

To date, the donors have contributed CHF 31.91 million towards the implementation of top-up and full cost disbursements. The total contribution will enable the CRRP team to plan for approximately 5,657 beneficiaries to benefit from the top-up and full cost disbursements. At present, 100 per cent of the planned 5,657 beneficiaries have been registered and are entitled to receive the top-up and full cost grants. 1,885 families have been registered in Ampara, 2,672 in Batticaloa, 422 in Colombo and Kalutara, and 678 in Jaffna.

To drive the process of reconstruction of tsunami-damaged homes and communities, community development councils (CDCs) have been set up by the Red Cross Red Crescent in the five districts. With its strong community links, the SLRCS has taken a lead role in establishing the CDCs, which are composed of CRRP housing beneficiaries.

The role of the CDCs is broad. They are supporting female-headed households to build their homes, or helping to purchase construction materials needed by the community at bulk discounts. They also liaise with government officials on behalf of the community as well as plan and implement community projects such as construction of community centres or toilet facilities. As a result, beneficiaries are actively participating in the community rebuilding process and decision-making is devolved to the household level, which is the focal point of the action.

Reconstruction and rehabilitation of health infrastructure represents another long-term commitment by the Red Cross Red Crescent in the field of construction. The health infrastructure programme covers a wide range of health care facilities, including hospitals, dispensaries, health centres and health staff teaching units. The current portfolio of the health infrastructure development programme consists of 82 projects in 16 districts, including large district level referral hospitals, nurse training schools, oxygen storage facilities, hospitals and smaller primary health centres. By the end of April 2008, 25 projects had been completed. Currently, another 44 are under construction and 12 projects are at tendering or design stages. The scope of works includes construction of new buildings, renovation and refurbishment of existing health facilities and supply of new medical equipment.

## Livelihoods

Over 25,000 families had been assisted to date by the Red Cross Red Crescent with over 40 individual projects and programmes of at least USD 13 million in value. The assistance has been provided through a wide range of projects which addressed the specific needs of the affected population. Within the Red Cross Red Crescent, the International Federation Secretariat has specifically supported over 4,000 households to recover and strengthen their livelihoods.



Fishermen wade in water testing their fishing equipment in Batticaloa. The project aims to promote economic security through re-stocking and training in sustainable fishing practices. **The International Committee of the Red Cross.**

In the three and a half years following the tsunami, the overall and ongoing programme goal has been to assist tsunami-affected communities to re-establish their livelihoods to pre-tsunami levels or better, and to build their resilience in the face of future potential shocks. In most cases, this has been achieved by rebuilding existing traditional livelihoods through asset replacement activities.

As the humanitarian situation has evolved since the tsunami, livelihoods programming now reflects a greater need to support more resilient and cohesive communities, strengthening community coping strategies to respond to the impacts of ongoing conflict in the north and east of the country as well as in addressing wider poverty factors such as the rising fuel and food prices. Therefore, livelihoods recovery support is focused on strengthening and diversifying economic security; supports building

of communal assets and social capital as well as economic support programming for families to diversify and start up new enterprises or small businesses. This approach will increase income streams into the households and improve their economic security. It generally includes a business or vocational training component, support to relevant community-based structures and cooperatives, alongside provision of cash grants.

The year 2007 saw the development of a common strategic approach to livelihoods to assist newly-resettled housing beneficiaries and surrounding host communities. Many of the directly affected households, often originating from a number of different communities themselves, are being re-housed in sites that can be up to 15 kilometres from their original homes. The ongoing livelihoods recovery programmes of several Red Cross Red Crescent partners aim to build social cohesion and positive integration to both address the inequities created by the tsunami response as well as ensure that programming is in line with the humanitarian principle of 'do no harm'. Livelihoods strengthening, diversification and protection programmes are based on grassroots-level community participatory assessments to identify and prioritize all vulnerabilities and existing capacities within the community and aim to strengthen community and households level livelihoods asset bases.

Cash transfers remain the main programme implementation mechanisms for livelihoods in Sri Lanka and it is showing impressive results in programme monitoring. Indeed it is clear that properly targeted distribution of cash builds the dignity of people to support their own recovery, thus reducing dependency whilst providing important inputs to the local economy and markets.

## Disaster Management

The Sri Lanka Red Cross Society, with the support of Red Cross Red Crescent partners, continues to improve its capacity to be prepared for disasters through proper planning, demonstrated ability to respond to disasters, reduce vulnerabilities among hazard-prone populations and to effectively coordinate with other stakeholders.

Based on the mandate given by government, SLRCS – with the support of Red Cross Red Crescent partners – developed its five year strategic plan (2008-2012) during the reporting period. The focus of SLRCS disaster management programme is to maintain organizational readiness to respond to natural and manmade disasters, while continuing to implement activities aimed at improving community resilience. This will contribute to the realization of International Federation's Global Agenda goal 1 [reduce the number of deaths, injuries and impact from disasters] and also to the five priority areas of the Hyogo Framework for Action.

To coordinate overall disaster risk reduction in Sri Lanka, the Disaster Management Centre (DMC) established a national disaster management coordination committee (NDMCC) that includes the SLRCS and the International Federation Secretariat along with other stakeholders.

A community-based disaster management (CBDM) project supported by Red Cross Red Crescent partners is currently being carried out in nine districts across Sri Lanka, focusing on saving lives and reducing the vulnerability of 130 disaster-prone communities by improving disaster preparedness measures at both household and community levels. It also seeks to raise awareness of appropriate action when warnings are announced and promote household preparedness measures to be taken under such circumstances. During the reporting period, a total of 66 hazard vulnerability capacity assessments were carried out in 66 communities in eight districts. In addition, 18 additional vulnerability capacity assessments were carried out at the school level. Formation of village disaster management committees (VDMCs) and volunteer action teams (VATs) is ongoing in all projects. Mid-term reviews of CBDM projects are supported by a participating national society. The project also facilitated the government's Disaster Management Centre to formulate national CBDM guidelines to be used by all development agencies implementing CBDM projects.

The early warning project, which is supported by the International Federation Secretariat, started in January 2008 and is being implemented in three cyclone/tsunami prone districts (Trincomalee, Batticaloa and Ampara). Early warning systems are being established from the national to community levels. Systematic and coordinated schemes have been set in place to convey alerts from government level to the community level when there are signs of a disaster. This contributes to risk reduction and facilitates a response mechanism which minimizes the impact of disasters.

The SLRCS is striving to improve its disaster response mechanism, including development of skills of its staff and volunteers involved in emergency relief activities. Branch disaster response teams (BDRTs) have been established in four districts, comprising of 25-30 volunteers and staff. The SLRCS has also set to develop national level disaster response and contingency plans and a national disaster response team.

Construction work on the regional warehouse in Anuradhapura is ongoing though there had been delays to start the construction work. Anuradhapura is a strategic location as it is at the intersection of access routes to all parts of the country, thus enabling speedy mobilization of relief goods to the north and east. The project is expected to be completed by May 2008.

The government of Sri Lanka released six acres in a prime location just 500 meters from the international airport for the Red Cross disaster management and training centre to be built. The disaster management and training centre will consist of a training centre with hotel accommodation for 120 people, a conference and banquet hall for 250 participants, an auditorium for 250 participants, two lecture halls, 10 committee rooms, an office building, a kitchen area and a warehouse.

Once the centre is built, SLRCS will utilize it for its staff and volunteer training, awareness programmes for teachers, students, scouts, community leaders on disaster preparedness and mitigation, as well as for use by the Red Cross Red Crescent Movement. Construction is more than 50 per cent advanced and due to be completed during 2008.

## Cross-cutting Issues

Work to enhance the already existing integration between programmes is underway. Currently, the CBFA project has focused on systematically linking its activities with existing complementary projects at the branch level. Specifically, the CBFA project has adopted elements from other programmes such as disaster management, water and sanitation, livelihoods and psychological support in order to complement its training material for SLRCS volunteers. These materials have been introduced in 11 of the Sri Lanka Red Cross Society's branches. By the end of 2008, all 26 branches will have received training, including development of a comprehensive work plan for each branch [comprising all branch activities, projects and programmes] that will serve as a tool for better planning and implementation across departments.

Although health and care has led this integration in terms of including components from other programmes into its syllabus, where possible all core and non-core programme areas are adopting an integrated approach in the implementation of their projects. For instance, in the non-core construction sector, the delivery of housing construction is complemented by water and sanitation and livelihoods components where needed as the capacity of the local authorities to provide these services is often limited. As part of the owner-driven housing programme, individual and community cash grants have been introduced to improve health in communities through sustainable water and sanitation activities. Red Cross Red Crescent partners in Sri Lanka have also been increasingly focusing on integrated programme approaches. Livelihoods programming and community-based approaches to disaster management and health offer strong entry points for institutionalizing more qualitative and participatory practices within the Movement. Furthermore, the joint OD, DM and health workshop that took place at the end of 2007 has been followed up by periodic meetings and further exploration of ways to work toward an integrated approach, especially in the core sectors.

The primary target beneficiaries of the Red Cross Red Crescent health and care projects are vulnerable and marginalized groups, including women, adolescents, the elderly and children often living within rural, remote and impoverished communities. Community development councils have been set up by the Red Cross Red Crescent in at least five districts. These councils are formed by beneficiaries of owner-driven housing construction projects. With its strong community links, the SLRCS has taken a lead role in establishing these CDCs, which are mainly composed of CRRP housing beneficiaries.

In addition to the CDCs, Red Cross Red Crescent partners have considered the significant demographic changes brought about by the tsunami, and are exploring ways that current and future programming can ensure that the rights of women are protected and promoted. Many Red Cross Red Crescent projects in Sri Lanka are seeking to strengthen existing community institutions and build community infrastructure, which can play a protection role within communities and create an enabling environment for greater gender equity and equality. In order to put gender in the agenda, a gender working group has been established by the Red Cross Red Crescent partners in Sri Lanka and tasked to propose a framework for the Red Cross Red Crescent to address these issues. The SLRCS has formed a gender policy committee, which will be responsible for preparing a gender policy.

As some Red Cross Red Crescent partners wrapped up their work toward the end of 2007, and several more are planning to phase out during the next two years, sustainability of programmes and long-term wellbeing of the host national society is frequently addressed. To ensure that Red Cross Red Crescent partners have an orderly and coordinated exit from Sri Lanka, without harming the host national society and affecting the long term result of the programmes, a joint working group was introduced last year with the task of mapping out an exit strategy for the Red Cross Red Crescent tsunami operation. A draft document has already been produced to guide the administrative and legal aspect of the exit(s). The working group continues to meet more frequently to respond to the needs of departing Red Cross Red Crescent partners.

So far the support to the exit that has been documented concentrates on issues such as MoU commitments, service agreements and other activity agreements, as well as defect liability and other finance aspects. Administrative

issues such as closure of bank accounts, repatriation of balance funds, office and housing leases, as well as human resource policy and adherence to the Sri Lankan Labour Laws are currently being addressed. Further guidelines and support per programme sector, and how to best coordinate the different closures or handing over of the projects, continue to be under discussion. Once the final documents are drafted, they could serve as a manual for use in future operations.

## Host National Society Development

In the past six months, the organizational development programme in Sri Lanka has focused on achieving development goals, particularly in enhancing the awareness among key stakeholders on strategies, policies, procedures, rules and regulations.

Trainings on leadership development, motivation and skills development, general management competencies, income generation, project planning and monitoring and evaluation were conducted with the aim of assisting the SLRC's governance in identifying their vision and longer-term strategy in handling service delivery operations more effectively and efficiently. They also help to promote a more proactive approach where roles and responsibilities of the governance and management are clear and able to work towards achieving strategic objectives in a joined up way.

In addition to this, various branch level workshops on income generation development, gender awareness, monitoring and evaluation, fund raising, branch capacity assessment, and a new volunteer management system were held. Development of income generation and fundraising aimed at improving SLRCS's self sustainability in order to maintain activities at the branch level. As part of the fundraising programme, a mega musical event was held to promote income generation development.

To enhance the standard guidelines, policies and procedures that have been developed, workshops on gender awareness and a new volunteer management system were planned. The gender awareness workshop was held to provide assistance in combining gender aspects into SLRC's core areas. With regard to the volunteer policy, a volunteer management manual has been introduced through awareness sessions during the six months and four branches have been covered in this regard. The volunteer database is installed in 13 branches with the approval of OD policy committee. The balance 13 branches will be covered during the course of 2008.

An OD evaluation was carried out by an external team and its final report is pending. Basic leadership development training evaluation report and leadership development follow-up training evaluation report were presented.

Branch capacity assessment (BCA) exercises have commenced, updating the branch mapping data of 2006 and branch data collection. The BCA is focused on strategic priorities and implementation of the contents in newly introduced policies and also assists in measuring the aptitude of branches.

In January 2008, the national society conducted a partnership forum with the theme "Future of Sri Lanka Red Cross Society". The International Federation Secretariat and 22 partner national societies – including 52 delegates – participated. The SLRCS presented its strategic plan, framework for action, and linking project concept papers of its four core areas (health, disaster management, organizational development and humanitarian values) expecting funding for next few years in the journey to self sustainability by 2012.

The national society conducted an annual general meeting in December 2007 where it was decided to send the adopted constitutional amendments to the Joint Statute Commission of the Red Cross Red Crescent Movement for approval.

Four regional youth camps were held, covering 12 districts, and four branch level junior Red Cross camps were held in four branches. An awareness training programme on the SLRCS youth constitution was held for school teachers in Matara district.

During last six months construction of branch buildings has shown significant progress, with the completion of the Gampaha branch site. The ground floor and three additional floors of the Galle building have been

completed. Currently the three floors are being rented out for several Red Cross Red Crescent projects. During the period under review, land was procured for the Badulla branch. Out of the 26 branches, 22 received funding commitments from Red Cross Red Crescent partners for branch buildings. Matale, Mannar and Pollonnaruwa branch constructions are in design approval stage.

## Working as a Movement

The tsunami recovery operation is implemented under a Movement Coordination Framework. The framework is comprised of the International Federation Secretariat, the SLRCS, the ICRC and 17 partner national societies with operational presence in the country. Red Cross Red Crescent partners continue to collaborate on technical, operational and strategy levels.

As a follow-up to the partnership forum in January 2008, Red Cross Red Crescent partners are looking into long-term cooperation, capacity building, and support for its core programmes beyond the tsunami operation. Partners have continued to express interest in this process, for which the ground work continues in a collaborative manner. Follow-up of such meetings is programmed throughout the year in order to continue with the dialogue and analysis of partner contribution to the SLRC's strategies and plans.

The continuation of the conflict in the recent months has witnessed participating national societies working closely with the ICRC and SLRCS on conflict relief. Tsunami programmes in the north continue to be affected by the conflict, and the Red Cross Red Crescent is once again looking into the status of the tsunami recovery holding fund to support recovery operations in the effected areas. The aim of the fund is to respond to and honour commitments made by the Red Cross Red Crescent on projects put on hold due to hostilities. When the situation improves and becomes conducive for project implementation, the 'holding fund' will allow an opportunity for donors to pledge further funding for existing, proposed and yet-to-be-identified projects.

The Red Cross Red Crescent continues to collaborate with other partners in the country, including United Nations agencies, the Sri Lankan Government and other NGOs. Key working partners in the government include the Reconstruction and Development Agency of the Ministry of Finance and Planning, Ministry of Health, the National Disaster Management Centre and the National Water Supply and Drainage Board.

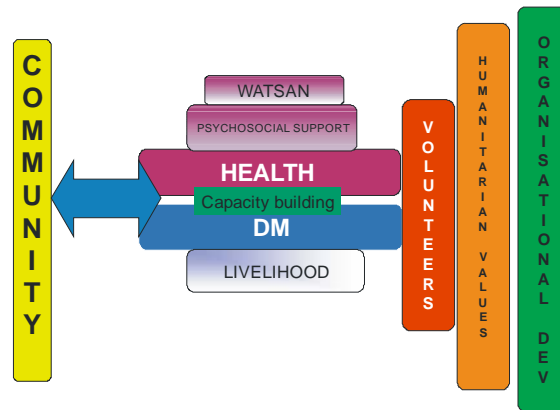
## Looking Forward

During the January partnership forum, the SLRCS presented a 5-year plan that serves as a roadmap to have a self sufficient and sustainable national society by 2012.

The meeting was convened to review the strengths, challenges and outcomes of existing programmes and the manner in which the Red Cross Red Crescent partners have collectively worked in relation to these results. It identified the internal and external challenges, risks, obstacles, constraints and opportunities related to a change process adopted within the SLRCS to manage its transition from tsunami recovery to longer-term programmes and identify solutions and ways of addressing those. It was an opportunity to understand the progress made by SLRCS since 2000, the linkage to the new SLRCS vision and strategic plan 2008-2010, and the change process adopted by SLRCS in its "Framework for Action 2008- 2010" that accompanies the strategic plan. This will inform management of the transition from tsunami recovery programmes to long-term development programmes and emergency preparedness.

Throughout the reporting period several meetings were held with the Red Cross Red Crescent partners to have a clear understanding of partnership and roles within the Movement and to discuss how assistance could be provided to the SLRCS in achieving its goals. Expanding this understanding into a concrete plan for how Red Cross Red Crescent partners can provide support for the long-term development of SLRCS, core areas will help to clarify the issue of the sustainability of SLRCS regarding its core structure.

This resulted in the development of an integration programme implementation model by the SLRCS to reduce overlapping of capacity building activities, especially at the grass root level. The model below illustrates the joint intervention of programme sectors toward a safer community.



Through the framework for action, the SLRCS initiated its transition from the Tsunami to ‘normal’ operations. This was done through working together on the transition process after the change process, (re)development of the strategic plan, appeal 2008-2009 process, and ‘scaling down’ without harm on programmes. However, the transition process has to be carefully and well managed; it will only be achievable if the overall change management strategy is well understood and supported by all levels of the SLRCS and its multi-stakeholder partners.

Meanwhile, in the course of the tsunami operation, some Red Cross Red Crescent partners have developed partnerships based on a combination of geographic and sectorial specializations. There is thus an option of a partnership between partner national societies.

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**FIGURE 1: Analysis of programmatic performance indicators for Sri Lanka**

Ind. No.	Programmatic Performance Indicators		Total
1	Overall estimated number of persons reached by International Federation and partners (using coverage methodology only, not by sector)		1,963,846 <sup>1</sup>
<b>Health &amp; care including water &amp; sanitation infrastructure</b>			
2 <sup>2</sup>	No. of persons with access to an improved water source (temporary settlements)		N/A
	No. of persons with access to an improved water source (permanent settlements)		N/A
	<b>Total no. of persons with access to an improved water source</b>		95,333
	Total no. of persons targeted for access to an improved water source (planned)		412,823
3 <sup>3</sup>	No. of persons with access to improved waste management facilities or improved latrines (built to sphere standards) <sup>4</sup>		N/A
4	No. of persons certified or skilled in community based first aid (including psychosocial) by gender where possible		33,986
5	No. of persons reached by community-based health services, by gender where possible		390,599
6	Hospitals & Clinics built or rehabilitated	Operational/In Use	57 <sup>5</sup>
		Completed	25
		Under Construction	51
		Planned	6
	<b>Total number of hospitals &amp; clinics to be provided</b>		82
<b>Shelter &amp; community construction</b>			
7	Transitional shelters built	Occupied/ utilized	105
		Completed	105
		Under construction	N/A
		Planned	N/A
	<b>Total number of shelters to be provided</b>		105
8	Permanent houses built	Occupied	15,412
		Completed	18,889

<sup>1</sup> It is still a challenge to estimate the number of persons reached in Sri Lanka by the lowest divisional level possible (GN level), as the names of GNs are not recorded by all partners. The methodology for data collection has remained the same as the semi-annual report of data collected through 31 October 2007. There has been an increase of 314,413 because we were able to get more names of GN's where activities are being carried out.

<sup>2</sup> Much of the Red Cross Red Crescent water and sanitation portfolio in Sri Lanka includes large infrastructure projects, such as laying pipeline networks to new resettlement areas. Targeted tsunami-affected families will only get access to the improved water sources once the entire project is finalised and water is connected to the catchments area, hence the difference in number of persons which have already gained access to an improved water source versus number of persons targeted for access. This also explains why totals have not changed since the last reporting period.

<sup>3</sup> Numbers on waste management and improved latrines were not able to be provided for this period. More information will be available in the next period.

<sup>4</sup> Standard requires less than 20 persons per latrine, communal latrines are segregated by gender, and water and hygienic supplies are available

<sup>5</sup> The number of hospitals and clinics operational / in use are considerably larger than those that are completed because some of those hospitals and clinics were operational even during the construction stage.

		Under construction	10,970	
		Planned	996	
	<b>Total number houses to be provided</b>		<b>30,855</b>	
<b>9</b>	Schools built or rehabilitated	Operational/In Use	15	
		Completed	15	
		In progress	4	
		Planned	6	
	<b>Total number of schools to be provided</b>		<b>25</b>	
<b>10</b>	Other community structures built or rehabilitated	Operational/In Use	13	
		Completed	13	
		In progress	2	
		Planned	1	
	<b>Total number of other community structure to be provided</b>		<b>16</b>	
<b>Livelihoods</b>				
<b>11</b>	No. of households reached by asset replacement or enhancement		7,785	
<b>12</b>	No. of households that have received livelihood support grants		28,715	
	Range and average grant size (in local currency): RANGE		LKR 15,000 - 42,000	
	AVERAGE GRANT SIZE		LKR 28,500	
<b>13<sup>6</sup></b>	% of (or no.) reporting improved, diversified or stabilised income		N/A	
<b>Disaster Management</b>				
<b>14<sup>7</sup></b>	% of target population covered by Red Cross Red Crescent early warning interventions		42%	
	% of population targeted (planned) for coverage by Red Cross Red Crescent early warning interventions		N/A	
<b>15<sup>8</sup></b>	% of population covered by a functioning emergency response set up		0	
<b>16<sup>9</sup></b>	Number and percentage of buildings built meeting or exceeding local hazard resistance standards	(1) schools NUMBER	N/A	
		Percentage of schools		N/A
		(2) temporary shelters NUMBER	N/A	
			Percentage of Shelters	N/A
		(3) permanent houses NUMBER	N/A	
			Percentage of permanent houses	N/A
		(4) Other	N/A	

<sup>6</sup> Partners are not reporting on improved, diversified or stabilised income.

<sup>7</sup> The total target population to be covered by Red Cross Red Crescent early warning interventions was 4% of the overall population of Sri Lanka. However, if the population of the targeted districts are the denominator, then the percentage of the population targeted for coverage reaches 35%. None of these populations were covered by functioning Red Cross Red Crescent early warning interventions at end of April 2008 due to lack of clarity on government systems for disseminating early warning messages from national to community levels, as well as a need to pilot Red Cross Red Crescent dissemination mechanisms which complement these. It currently stands at 42% because an additional district (Hambantota) has been covered with the early warning system.

<sup>8</sup> Not reported on.

<sup>9</sup> Sri Lanka does not report on construction vis-à-vis local hazard resistance standards.

17 <sup>10</sup>	% of population covered by pre-positioned stocks	50%	
18	No. of communities targeted for developing a disaster preparedness or contingency plan for all major risks	Planned	N/A
		Completed	621
19	No. of people trained in vulnerability and capacity assessments or community based disaster management	6,600	
<b>Ind. No.</b>	<b>Programme support and coordination</b>	<b>Totals</b>	
20	% of projects that conform to joint key decisions (e.g. beneficiary selection, livelihoods standards etc.) <i>Specific joint decisions to be determined at the country level</i>	85%	
21 <sup>11</sup>	% of Red Cross Red Crescent organizations able to adhere to joint operational decisions the majority of the time (e.g. security guidelines,	100%	
	# of Red Cross Red Crescent organizations working in country (operational)	16	
	# of Red Cross Red Crescent organizations contributing to the report this period	16	
	# of Red Cross Red Crescent organizations newly arrived this reporting period	0	
	# of Red Cross Red Crescent organizations exiting this reporting period	3	
	# of Red Cross Red Crescent organizations with plans to exit in the next 6 months	2	
	<b>Beneficiary &amp; Community Participation</b>		
22	Estimated PERCENTAGE of projects with one or more forms of local participation <sup>12</sup>	50%	
	<b>Sustainability</b>		
23	% of projects with a sustainability plan or documented exit strategy	80%	

<sup>10</sup> Sri Lanka has chosen to set the target population as the denominator. The target level of relief stocks is 8,600 families, as outlined in the national contingency plan. Therefore the % of target population covered by relief stocks is 50%. ICRC also maintains considerable stocks of most relief items but these are typically restricted for response to internally displaced people movements in the North and East.

<sup>11</sup> Non-core projects are time bound projects with a clear end date (75%). Core programme activities are long term with no end date set other than handover to the national society.

<sup>12</sup> Degrees of beneficiary participation are defined as follows: (1) Gather information – Beneficiaries provide information to project planners; (2) Consult – Beneficiaries comment on different project options; (3) Actively participate – Beneficiaries design the interventions and participate in implementation; (4) Empower beneficiaries to participate – Beneficiaries design the interventions, participate in implementation, assess performance and are trained and encouraged to continue to act on their own in the future.

**FIGURE 2: Analysis of knowledge sharing and active learning performance indicators**

Knowledge sharing and active learning							
	Total	Health & Care	Shelter & Community Construction	Disaster Management	Livelihoods	Emergency Relief	Cross- , multi-sector or other
By Country							
Number of evaluations, reviews or formal assessments completed or in-process this period	30	19 2 evaluations each for community-based health (CBH) by Finnish Red Cross, Spanish Red Cross, Norwegian Red Cross, Belgian Red Cross (Flanders) Danish Red Cross 1 evaluation by Norwegian Red Cross 6 CBH evaluations by Canadian Red Cross 2 evaluations for HIV/AIDS by International Federation		5 Hazard Vulnerability Assessments in 8 districts (American Red Cross) School-based hazard, vulnerability, capacity assessment (HVCA's) in 5 districts (American Red Cross) National disaster management project mid term review (British Red Cross) Mid-term review of community-based disaster management (CBDM) projects in 2 districts (Danish Red Cross) Quarterly review of CBDM projects in 4 districts (International Federation).	6 Livelihoods review (British Red Cross) Sri Lanka annual review (British Red Cross) Cash for food project (British Red Cross) Vulnerability capacity assessment (VCA) in Matara (International Federation) Case studies for International Federation and prevention		
Number of evaluations, reviews, formal assessments planned for next period	22	12 2 evaluations each for CBH by Finnish Red Cross, Spanish Red Cross, Norwegian Red Cross 7 evaluations for CBH by Canadian Red Cross 1 evaluation for First aid 2 for HIV/AIDS		4 VCA's planned in 3 communities (International Federation) review of CBD project in 4 districts (International Federation) HVCA's in 5 districts (American Red Cross) Mid term evaluation of disaster management projects (American Red Cross)	6 End of project outcomes review (British Red Cross) Post evaluation (British Red Cross) Village exit appraisals (British Red Cross) Community project and household grant impact monitoring (British Red Cross) Mid-term evaluation (Spanish Red Cross), Mid-term evaluation (International Federation)		
New technical documents available from Red Cross Red Crescent this period (evaluation reports, lessons learned reports, sectoral guidelines, tools, policies etc.) by type by national society	25	12 1 community facilitators manual (American Red Cross) 2 for CBH (Finnish Red Cross) 3 for CBH (Spanish Red Cross) 1 for CBH (Norwegian Red Cross) 4 fact sheets for CBFA (Finnish Red Cross) 1 training package for HIV/AIDS		6 HVCA reports (American Red Cross and International Federation) community-based disaster risk management (CBDRM) manual DRM Reference Material National disaster management project mid-term review report (British Red Cross) Curriculum and training material for teachers orientation Information education communication materials - posters and dramas on selected hazards	7 Village exit appraisal methodology and reports (British Red Cross) Recovery tool kit (British Red Cross) Community action plans (British Red Cross) Village development committee capacity assessment (British Red Cross) Community micro-proposal tool and formats (International Federation) Formation of common approach to livelihoods International Federation -wide		

					livelihoods workshop, hosted by Spanish Red Cross and International Federation in Spain March'08		
Knowledge sharing/active learning events underway or completed (involving one or more International Federation member) this reporting period, by type by national society	111	105 12 for CBH (Finnish Red Cross) 10 for CBH (Spanish Red Cross) 48 for CBH (Canadian Red Cross) 27 for CBH (Canadian Red Cross) 2 for CBH (Danish Red Cross) 4 group leaders' trainings for HIV/AIDS (International Federation) 2 alcohol and drug use reduction trainings (International Federation)		4 Trainings of trainers Feedback workshop on disaster risk management Branch disaster response team (BDRT) in 4 districts Workshop to finalise National CBDM Guidelines	2 Bi-monthly village development committee meetings general meetings (British Red Cross) Training in business counselling for project staff (Spanish Red Cross)		
Knowledge sharing/active learning events planned for next period by national society	58	48 1 Lessons learned workshop (American Red Cross) 1 workshop for Ministry on Education for school toolkit 15 for CBH (Finnish Red Cross) 16 for CBH (Spanish Red Cross) 15 for CBH (Norwegian Red Cross)		7 BDRT trainings in 3 districts Workshops for development of host national society disaster operation manual and guideline for early warning system (Danish Red Cross) Training on better programming index (Danish Red Cross) Training of trainers on CBDM, BDRT, CDRT (Danish Red Cross) Workshop for the establishment of branch DMIS (Danish Red Cross) Training of school teachers under school based disaster project (Danish Red Cross and International Federation) Tsunami evacuation drills (American Red Cross)	3 Monitoring and evaluation training (British Red Cross) Training in business counselling for project staff (Spanish Red Cross) Movement livelihoods workshop to develop livelihoods guidelines for the national society		

**Other data points to be included:**

**List of National Societies participating actively in the International Federation operations during reporting period:**

American Red Cross  
Austrian & Swiss Red Cross  
Belgium Red Cross (French)  
Belgium Red Cross (Flanders)  
British Red Cross  
Canadian Red Cross  
Danish Red Cross  
Finnish Red Cross  
French Red Cross  
German Red Cross  
Hong Kong branch of Red Cross Society of China  
Irish Red Cross

Italian Red Cross  
Japanese Red Cross  
Norwegian Red Cross  
Spanish Red Cross

**List of National Societies that contributed to this report in this reporting period:**

American Red Cross  
Austrian & Swiss Red Cross  
Belgium Red Cross (French)  
Belgium Red Cross (Flanders)  
British Red Cross  
Canadian Red Cross  
Danish Red Cross  
Finnish Red Cross  
French Red Cross  
German Red Cross  
Hong Kong branch of Red Cross Society of China  
Irish Red Cross  
Italian Red Cross  
Japanese Red Cross  
Norwegian Red Cross  
Spanish Red Cross