

ANNUAL REPORT



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

SRI LANKA

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

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Community health workers train vulnerable communities in health education with the active participation of Red Cross district branch officials.

"At a Glance"

Although the National Society (NS) was successful in gaining increased support from donors in 2002, there were still needs for further support for the organizational development (OD), disaster preparedness (DP), and humanitarian values programmes.

A joint branch assessment mission undertaken by the Sri Lanka Red Cross Society (SLRCS), the International Federation and the International Committee for the Red Cross (ICRC) to identify the needs of five northern branches traditionally working in conflict-affected areas in the first half of the year also identified short, medium and long-term needs of these branches. A programme based on the assessment submitted by the Spanish Red

Cross Society on behalf of the Sri Lanka Red Cross Society to the European Commission's Humanitarian Office (ECHO) to cover a six-month programme to address some short-term needs in these branches is now underway in close cooperation with the ICRC.

The three components of the International Red Cross and Red Crescent Movement in country agreed that the recommendations from this joint assessment should lead to a nation-wide branch development programme, as the issues of capacity building facing these branches remain the same as those facing the remaining 20 branches. A nation-wide branch development programme with full cooperation among the three components of the Movement is the underlying need in order to maximize the impact of the Sri Lanka Red Cross Society's service delivery at the community level.

The new trilateral memorandum of understanding (MoU) which was anticipated to be signed in September between the Sri Lanka Red Cross Society, the ICRC and the Federation to improve strategic coordination and planning between all components in the future in the spirit of the "Strategy for the Red Cross Red Crescent Movement", was finally signed in March 2003. It is hoped that a comprehensive branch development strategy will be drawn up for sharing with a wider set of partners.

Overall analysis of the programme•

Since the first round of peace negotiations between the government of Sri Lanka (GOSL) and the Liberation Tigers of Tamil Eelam (LTTE) in September 2002, four sessions of talks took place. The parties agreed to bring the peace process forward, responding to the overwhelming call of the people of Sri Lanka and to create the conditions for lasting peace, prosperity, and respect for human rights. Both the GOSL and LTTE already expressed their resolve to address issues pertaining to a lasting political settlement of the ethnic conflict in Sri Lanka, pursuing a step-by-step approach. The following round of talks in Berlin, Germany was expected to address political and fiscal aspects of federalism, human rights and child recruitment. The sixth round of talks, in Japan from 18-21 March, is to be followed by a donor conference in June in Japan. The agreement was therefore made to have the World Bank be the custodian of the North East reconstruction fund and solicitations were made to the international community to commit funds to support this. Due to on-going peace talks, trust and confidence is gradually increasing between the previously warring parties. Traffic to and from the north is back to a certain level of normalcy with the International Committee of the Red Cross (ICRC) acting as an intermediary. Half of the displaced Muslim population who had settled in the government's camps in the north-eastern, north central and western provinces have already returned to their homes while the other half resettled elsewhere in the country. Tamils, displaced within the north-eastern province have started their own return process but face difficulties as their land is yet to be cleared of mines and military installations.

The government's determination to resort to non-inflationary methods of borrowing and keep the budget deficit between 7.5-8 per cent of the GDP rules out substantial direct relief in the short-term, aiming at a medium term reduction of living costs and increase in job opportunities. Purchasing power of the majority of the population remained low, and unemployment rates, particularly in the rural sector, did not show improvement. Growth in the agricultural sector and the recovery in the manufacturing sector are imperative to improving the employment situation and to absorb the 150,000 young people who enter the labour market every year. The GDP growth was strengthening at an estimated three per cent for 2002, along with the strong performance of the services sector, which now represents more than 50 per cent of the GNP. Consumer price inflation continued to decelerate. The interest and the exchange rates remained stable. Contraction in manufacturing production may have bottomed out. There was a sharp recovery in tourist arrivals, and growth in the telecom market remained strong. Exports were enjoying a rebound; while garments and tea exports were rising, and imports in all major categories recovered. As a result, foreign exchange reserves were rising. The 2002/2003 budgets, which were announced in early November, suggest the economic reform combined with relaxed monetary policy will continue.

Objectives, Achievements and Constraints

Disaster Response •

(Disaster Response was not an objective in this appeal.)

The third consecutive year of sustained drought continued to affect people of Hambantota. The lack of rainfall affected the poorest chenna cultivator families whose marginal lands did not receive enough rainfall for their crops to mature. In February, the Sri Lanka Red Cross Society completed the fourth and final six-weekly distribution of food rations to 3,716 families most severely affected by the drought in the Hambantota district. Throughout the six-month programme the National Society (NS) conducted regular and detailed house-to-house surveys of the beneficiaries in conformity with Sphere guidelines. The SLRCS and the International Federation launched a second emergency drought appeal on 1 July 2002 (18/2002). The objective was to assist a further 3,000 drought affected families (a total of 18,000 beneficiaries) with an 80 per cent food ration as per SPHERE standards for nine months till the next harvesting period and to provide water through water bowsering and to construct rainwater harvesting tanks in three district secretary divisions (DSD) in the Hambantota district.

The first and second food distributions were carried out between August and October 2002, respectively. In the first distribution, food packets in full ration for two months were distributed to the neediest 1,366 families in eight villages of three DSD of Hambantota district. As a result of monitoring and assessment of the first distribution, the second distribution targeted 1,814 families in two district secretary divisions of the district in food packets of half ration for one month, including those 500 families who have more than five members.

During 2002, the Federation supported the national headquarters (NHQ) of the Sri Lanka Red Cross Society as well as the Hambantota branch office to carry out the drought operation and to develop trained manpower.

The Red Cross, which was praised by the governmental bodies, closely monitored the situation regarding water needs. However, as a result of substantial rainfall that started from the first week of November, the NS discontinued water distribution on 15 November. The water availability was gradually increasing and many beneficiaries of the Red Cross already started to cultivate their fields. Altogether 1,381 beneficiaries benefited from the water distribution during the period from 19 August until mid-November. The Sri Lanka Red Cross Society distributed water by mobilizing two browsers and three tractors in Hambantota DSD. The remaining of the needy divisions was covered by the government and other organizations' water distributions.

The Sri Lanka Red Cross Society commenced its construction of ten rainwater-harvesting tanks each with a capacity of 30,000 litres. On the basis of the detailed design received from the Federation, the National Society prepared a bill of quantities and received quotations from various contractors. The Sri Lanka Red Cross received approval from the provincial ministry of education for the construction of tanks on school premises. *For further information please refer to the operations updates for Appeal 18/2002.*

A six-month conflict preparedness and response programme is underway, with funding support from the European Commission's Humanitarian Office (ECHO) through the Spanish Red Cross Society. The objective is to address the short-term needs of the returnees (internally displaced people) in three districts, selected out of five northern districts which were assessed by jointly the Sri Lanka Red Cross Society, Federation and International Committee for the Red Cross (ICRC) this year.

Disaster Preparedness •

Objective 1: To improve the disaster preparedness programme of the National Society.

Achievements:

A study tour for five district governance representatives of the Sri Lanka Red Cross Society by the Bangladesh Red Crescent was organized in late December 2001. Of particular importance to the SRCS was the aim of the national disaster preparedness (DP) policy of the Bangladesh Red Crescent which was to enable vulnerable communities to withstand and cope effectively with disasters through collective participation on a self-help basis. This learning was transferred into the DP programme in eight districts supported by the Spanish Red Cross Society through ECHO funding for 12 months in Sri Lanka.

Under this DP programme training, educational and dissemination materials including a community-based DP manual for the volunteers was completed and translated into three languages. Continued workshops with governmental organizations (GOs) and non-governmental organizations (NGOs) resulted in the formation of an action group committee in all eight districts, including local government officials and representatives of NGOs under the coordination of district branches of the Sri Lanka Red Cross Society. More than 5,000 people attended the community-based DP dissemination programme during the last quarter of 2002.

The Sri Lanka Red Cross Society participated in two regional workshops during the year: the regional disaster preparedness workshop in Negombo, in Sri Lanka between 22-25 July and the regional vulnerability and capacity assessment (VCA) workshop in Dhaka, Bangladesh between 26-29 October. The first national level VCA workshop was successfully carried out in Colombo on 14-17 December with the help of a chief facilitator deployed from the Pakistan Red Crescent Society with the participation of all 24 district branches. The Sri Lanka Red Cross Society also held a workshop on need assessments under the conflict preparedness and response programme in August in Vavuniya, gathering 40 volunteers from Jaffna, Killinochchi, Mullativu and Trincomalee, with funding support from the ICRC.

Between 15-23 April, four participants from the Sri Lanka Red Cross Society (two national directors and two branch representatives) undertook intensive training in the regional disaster management workshop held in Delhi. Their training in effective assessment and disaster management procedures was immediately put to use on their return as they assisted in the assessment of further families to be assisted in the second phase of drought relief which started in July.

Based on the job description developed with the assistance of the Federation's regional DP delegate, the post of disaster management director was created. The responsibilities of the new director include: developing a disaster preparedness and disaster response (DP/DR) policy and an action plan for the Sri Lanka Red Cross Society; supporting nation-wide risk and vulnerability mapping exercises; developing training curricula and programme; establishing a system for contingency stocks and adequate communications and logistics systems; and developing strategic liaison and coordination with governmental departments and ministries, other regional National Societies, and external humanitarian agencies. The Federation's regional DP funds supported the salary of the new DM director for the first six months to assist the Sri Lanka Red Cross Society to build its strategic management capacity in this area. The post will strengthen organizational structures at all levels to enable sustainable disaster management activities.

Constraints: Slow implementation of the DP programmes was remedied with the appointment of the disaster management director in the later part of the year. Creation of this post allowed the DP team to achieve more activities in the last quarter.

Objective 2: To organize one liaison meeting per year with other key institutions (government, ECHO and NGOs) to improve clear definitions of the roles for the NS, as well as collaborative planning and programme implementation.

Achievements:

There was increased participation of governmental officials in joint planning and training within the DP activities of the Sri Lanka Red Cross Society. The director of the government's national disaster

management centre was among the participants of the regional disaster preparedness workshop in Negambo as the representative of the Government of Sri Lanka. He played an active and supportive role in the newly established national DP advisory committee of the SLRCS convened under the Spanish Red Cross Society/ ECHO disaster preparedness programme helped to improve the approach to coordinated planning at all levels.

Objective 3: To initiate a drought mitigation programme in one severely drought-affected district.

Achievements:

Although the Federation's funding for this objective was not mobilized until June 2002, some initial developmental long-term water management systems were integrated into the drought relief operation at the beginning of the second quarter of 2002. A senior disaster management staff member of the Sri Lanka Red Cross Society was seconded to the regional delegation for a month to learn about activities and procedures in the Federation and to support the organization and documentation of the regional VCA workshop. A field trip was organized to drought-affected areas of an Indian state, Rajasthan for learning on coping mechanisms and long-term drought mitigation measures suitable for implementation in drought affected areas in Sri Lanka.

Constraints: Late mobilization of funding affected this programme. However a senior disaster management staff member was seconded to the regional delegation for a month to learn about activities and procedures in the Federation.

Humanitarian Values •

Objective 1: To develop a communication strategy and produce a regular flow of materials for the public and the authorities on the mandate and activities of the Sri Lanka Red Cross Society.

The regional information development programme continued to support the activities of this Sri Lanka Red Cross Society programme which enabled significant progress and impact. From 22-25 July the SLRCS hosted the South Asia regional communication workshop, which reviewed the regional delegation's communication objectives and programmes on information development and humanitarian values, developed communication strategies of the National Society, and discussed the role of information and advocacy in the core areas of Red Cross and Red Crescent work.

The administration director, finance director and information and reporting officer of the Sri Lanka Red Cross Society attended the regional planning and reporting workshop held in Dhaka from 21-23 September. The objectives of the workshop included among others orientation to the Federation's project planning process (PPP) tool and development of a common action plan to regionally address the perceived reporting weaknesses of the National Societies. Capacities of branches in dissemination and information showed substantial progresses. The Matale branch is publishing a hand-written quarterly newsletter, which will become a printed newsletter and will be produced in 3,000 copies from 2003 onwards.

Constraints: Lack of funding was a major constraint in this programme. Translation of dissemination material was essential; however it could not be done due to financial constraints.

Objective 2: To increase awareness in the Ministry of Social Services and among other relevant governmental authorities of the Sri Lanka Red Cross Society and the Movement's fundamental principles.

Achievements:

As a result of the continued effort by the senior governance leaders of the Sri Lanka Red Cross Society, the Ministry of Health is presently devising a new logo for hospitals, clinics and pharmacies

instead of the Red Cross emblem. The Sri Lanka Red Cross Society and the ICRC's endeavour to pass the incorporation act for the National Society support this effort.

Constraints: Political uncertainty in the first quarter of the year and resumption of peace talks made this objective difficult to achieve. However, constant dialogue between key ministries and the Sri Lanka Red Cross Society took place during throughout the year.

Advocacy/Public Information

Objective 1: To take up the issues of slow onset and “hidden” disasters in Sri Lanka and bring them to the attention of the authorities and the public so that vulnerable people access the appropriate levels of humanitarian assistance to achieve a sustainable level of well-being.

The Sri Lanka Red Cross Society continued to play a pivotal role in calling for attention of the government and other humanitarian agencies to the humanitarian crisis affecting families in the worst affected pockets of Hambantota district who are suffering from the lack of rainfall for the third consecutive year. The Sri Lanka Red Cross Society's house-to-house assessment process to identify the most affected in the interior and inaccessible areas of 12 districts through its strong network of volunteers, continues to bring it high credibility, and the sharing of these assessments with other agencies including those of the government, brought increased assistance to the most vulnerable. Along with the media coverage generated on the relief actions of the SLRCS in Hambantota, the NS was successful in attracting public attention to its annual general meeting and election of the first officers under the newly adopted constitution of the society, bringing about greater accountability and significant change into the society's humanitarian activities. The country-wide public campaign conducted by the Sri Lanka Red Cross Society in keeping step with the Movement's global advocacy on First Aid Day on 14 September and World HIV/AIDS Day on 1 December gathered broad public attention in Sri Lanka.

Health and Care •

Objective 1: To strengthen the National Society's overall health management system.

Achievements:

One of the most significant impacts on the strengthening of the health management structure was the establishment of the six-member health advisory subcommittee with volunteers from the senior district branch, the government's divisional directors of health, director of the national blood transfusion services and a nominee from the health department. This new health management structure has demonstrated its strength by the emergence of the following new programmes, qualifying to receive support from the regional health fund:

- Sensitization workshop for senior management of the NHQ on HIV/AIDS and safe blood donor recruitment.
- Radio programme to the general public to create awareness on HIV/AIDS and to alleviate stigmatization and discrimination against people living with HIV/AIDS (PLWHA).
- Capacity building of the volunteers of the Sri Lanka Red Cross Society by skills training in safe blood donor recruitment, phased out for three years to achieve a self-sustainable blood donor recruitment service throughout the country.

The pilot community-based health and care programme (CBHC) in Kurunegala, supported by the Canadian Red Cross is progressing well. A group of well-trained community health workers embarked on the field level training of the vulnerable communities in health education with active participation of the district branch officials, volunteers and other stakeholders including the government's health department officials.

A comprehensive first aid programme was consolidated in 17 branches from September and made sustainable through local services, training and income over three years. This project was implemented

with funding from the Korean Red Cross. The objective of this programme is included under objective number seven.

Constraints: Lack of funds for the development of a national safe blood donor recruitment service and policy meant branch level HIV/AIDS trainers and safe-blood donor organizers were unable to carry out the expected tasks. However, national level training by the health director and national health coordinator of the NHQ remained high priorities and funds are being sought through the Federation's Appeal 2003-2004.

Objective 2: To recruit and train community health volunteers to increase public awareness and prevention of communicable diseases, and curative activities in the fields of first aid, HIV/AIDS, reproductive health, family planning, and primary health care.

The community health workers under the CBHC programme in Kurunegala were deployed soon after the training to the community level health education and training programme in the district on the four components of the programme, i.e., first aid, primary health care, reproductive health and HIV/AIDS based on community needs.

During the reporting period, six basic first aid trainings and one refresher training workshop for first aid instructors were conducted for district branch volunteers.

Constraints: Late access to the health programme funds of the Canadian Red Cross delayed some aspects of the implementation of these programmes. Approximately 28 per cent of the funding for the CBHC activities was utilized as of the end of 2002. Funds were carried forward to continuation of the project up to May 2003. However the allocation from the regional health programme was fully utilized.

Objective 3: To expand the existing reproductive and child health care programmes.

The selected community health workers under the pilot community-based health programme based in Kurunegala played an active role in conducting the scaled-up programmes on reproductive health and maternal and child health care to the vulnerable communities.

Constraints: Lack of human resources in the health and care unit of the NHQ was a constraint affecting the strengthening of the overall health management system of the National Society. The project proposal forwarded to the OPEC fund on HIV/AIDS will enable the health unit to recruit supporting staff.

Objective 4: To renovate the physical infrastructure and facilities of the primary health care system in vulnerable priority areas.

Achievements:

The primary health care centre in Kurunegala district was identified as a target for the renovation. The community level repair work was started in the last part of second quarter of 2002.

Constraints: Inability of the Sri Lanka Red Cross Society to find suitable contractors to renovate the primary health care centre enabled mobilizing the donated labour of the Red Cross volunteers and beneficiaries, as well as paid workers.

Objective 5: To develop an active HIV/AIDS awareness programme.

Achievements:

A positive response was received by the Sri Lanka Red Cross Society for the project proposal submitted to the OPEC fund for present activities in the field of HIV/AIDS in Sri Lanka. The project proposal was designed to carry out such activities as counselling services, voluntary blood testing, a

safe home for people living with HIV/AIDS or a drop-in centre as well as activities against stigmatization and discrimination toward PLWHA or to establish community groups of HIV/AIDS positive people.

On 20-21 June, eight branches were supported by the regional health funds to conduct HIV/AIDS awareness programmes on World AIDS Day on 1 December. The health unit of the SLRCS together with the youth wing conducted a successful school art competition on the topic of World AIDS Day which produced high quality information, educational and communication materials on stigmatization and discrimination against PLWHA and safe blood. Following the visit of the coordinator of the South Asia Red Cross and Red Crescent network on HIV/AIDS (SARNHA) on 11-15 November, two representatives from the Sri Lanka Red Cross Society were invited to attend the second SARNHA meeting and strategic planning workshop in Kathmandu on 22-27 December.

Awareness of HIV/AIDS and other sexually transmitted diseases (STDs) is also on the agenda of the Canadian Red Cross funded community-based health programme. A member of the Sri Lanka Red Cross Society represented the NS at the South Asia regional HIV/AIDS meeting/workshop in Kathmandu from 22-28 May. In the meantime other activities were initiated within the National Society such as a seminar to improve the awareness of all staff members, and one for branch officials, and a training of trainers (ToT) programme for 46 participants from all branches (including one branch official and one member of the youth wing) which encouraged all branches to submit an action plan to conduct further orientation trainings at the branch and community levels in HIV/AIDS awareness.

Constraints: The need for further funds for the activities will be resolved when the OPEC funds are received by the Sri Lanka Red Cross Society in 2003.

Objective 6: To utilize the global fund to deliver effective HIV/AIDS, tuberculosis and malaria prevention programmes in the most affected areas.

Achievements:

The Sri Lanka Red Cross Society submitted an application to become a member of the country's coordination mechanism. The national director of health is actively preparing a few project proposals on training of peer educators and counsellors on prevention of STDs and HIV/AIDS, which will be submitted at the next round of proposals to the global fund. The health expertise of the ICRC is being consulted in the development of concept papers and in the finalization of project proposals.

Objective 7: To build a viable self-sustainable organizational structure to scale up first aid training and services at the district and divisional levels with a system of appraisal to retain trained volunteers within the National Society.

Achievements:

The training curriculum for this newly proposed intensive training programme was developed in uniformity with the Asia Pacific agreed minimum standards. These were discussed and agreed when the director of health attended the Asia Pacific workshop on standardization of curricula and materials in Thailand earlier in 2002. An action plan was drawn up to integrate first aid training into the youth wing development and other programmes such as DP and community-based health care management. With the funding support from the Korean National Red Cross, the implementation of the self-sustainable community-based first aid training and services system for Sri Lanka commenced in September 2002, seeking to establish organizational structures at the branch and divisional levels and enhancing the capacity of the district branches, motivating and activating the volunteer base therein and leading to a certain degree of self-sustenance by income generation.

Constraints: The government's recognition for the basic, advanced and instructor courses in first aid offered by the Sri Lanka Red Cross Society is needed to step up income generation for the self-sustenance of the services.

Objective 8: To meet the urgent requirements of first aid training equipment in district branches and to provide first aid services at religious festivals in the districts.

Achievements:

Due to support from the Finnish Red Cross, procurement of first aid training equipment to meet the urgent requirements in the district branches is being finalized, and first aid services were delivered to all the major and local festivals by district branches.

Constraints: Same as mentioned under objective seven.

Organizational Development •

Objective 1: To train staff members, governance and management on their roles as set out in the new constitution.

Achievements:

The annual general meeting of the Sri Lanka Red Cross Society was held on 13 July and it resulted in the first central governing board (CGB). The annual general meeting preparations were conducted with elective processes being held in all unit and district branch levels according to a clear election schedule. As a result of the encouragement in the new constitution for branches to expand their membership base to democratize the National Society further, the total membership of the Sri Lanka Red Cross Society rose from 13,000 in 2001 to 128,000 in 2002. The new CGB, while actively being involved in policy making, appointed the first director general of the National Society under the new constitution on 15 November after an intensive and lengthy selection process including two-step interviews with the Federation's representative as an observer.

Constraints: The role of branch executive officer created under the new constitution needs to be further clarified. Two director level meetings and a workshop were held to overcome this problem.

Objective 2: To develop and implement a comprehensive human resource development (HRD) strategy for staff members and volunteers.

Achievements:

A number of areas of progress were achieved as a result of the continued important funding from the Federation's capacity building fund (CBF). This includes: the introduction of a training needs analysis questionnaire with training for directors and staff members on how to identify training needs; the development of an initial national training and development plan of the Sri Lanka Red Cross Society; job rotation programmes designed to increase the skills base of key staff members; and revised competency based job descriptions for all new recruitments. A total of 32 staff members at all levels received training on how to approach the newly implemented performance appraisal system in May.

The manual of human resources development of the Sri Lanka Red Cross Society developed in conformity with the South Asia regional HRD manual, was approved by the central governing board on 30 July. In order to make all staff members of the Sri Lanka Red Cross Society aware of the contents of the manual, it was translated into Tamil and English. In accordance with the new HRD manual, many good human resource practices were introduced in respective areas of HRD including: structured interview method for the new recruitment of nine positions including three at the senior management level; induction and orientation for the recruits; review of job analysis forms; job rotations; revision of job descriptions; review and revision of salaries; and introduction of health insurance schemes.

Constraints: Increased coordination and participation of members of the governance in various policy committees of the Sri Lanka Red Cross Society, such as youth committee, health committee, etc. helped reduce the lack of understanding and knowledge of the new HRD manual among the governance, thereby helping make its contribution in this area more positive and constructive.

Objective 3: To adopt a volunteer policy to improve the diversity profile, recruitment, training and retention of volunteers.

Achievements:

According to the recommendation made at the national branch development workshop in June, selection of a national volunteer manager is in process. When appointed, the manager will be responsible for strengthening all the National Society's volunteer recruitment, development and retention systems. The computerization of the volunteer database is almost complete. Preparations for establishment of a gender unit within the development department are ongoing.

Constraints: Similar to the one for objective one.

Objective 4: To develop leadership and strategic management skills to meet the challenges of strategic management.

Achievements:

A national level integrated HRD workshop for 88 staff members of the NHQ and branches of the Sri Lanka Red Cross Society was conducted in September with an aim to increase awareness and competency for effective job performance. The first phase of the workshop on project planning was organized in December at the NHQ to brainstorm on the three main areas of project management: project planning, project set-up and project control. The workshop, participated by the members of the directorate and consultants as well as key governance officials, confirmed the need for a strategic planning meeting to be convened in the first quarter of 2003.

Objective 5: To strengthen the branch development programme against time bound sustainability plans.

Achievements:

A national "branch development review and strategy" workshop was held in June 2002 to help determine the National Society's future branch development programme. The workshop for all branch chairpersons, secretaries, treasurers, and branch development officers, provided uniform training in the National Society's new financial planning, monitoring and reporting systems; improved narrative reporting; fundraising and communications; and HRD improvements. It enabled the Sri Lanka Red Cross Society to decide to continue the branch development officer posts and build a long-term branch development strategy based on the valuable learning from the pilot programme supported by the CBF. The branch development officer's responsibilities were formalized in areas such as: building linkages and networks with external institutions; financial planning and resource mobilization; planning and conducting targeted HRD training programmes for volunteers, youth wing, and staff members; programme planning including strengthening needs assessment surveys, monthly and annual planning at branch level; and strengthened monitoring and reporting, with effective coordination between the branch and national headquarters.

The Sri Lanka Red Cross Society hosted a regional branch development workshop of South Asia in Kandy on 11-13 December. It was attended by all the six national societies of the region and facilitated by the regional OD delegate and the secretary general of Nepal Red Cross. The workshop shared the ideas on the minimum ideal characteristics of branches and sub-branches and discussed how to equip the branches with such characteristics.

The first national level VCA workshop of the Sri Lanka Red Cross Society immediately followed the regional branch development workshop on 14-17 December in Mount Lavinia gathering representatives of all the 24 branches of the Sri Lanka Red Cross Society. This workshop was facilitated by the provincial secretary of the Pakistan Red Crescent Society who was trained at the global vulnerability capacity assessment ToT workshop in Italy, together with two facilitators of the

Sri Lanka Red Cross Society trained in the earlier regional VCA workshop in Dhaka between 26-29 October.

Constraints: The reporting format developed for the branches was not strictly followed by all the district branches initially, however after receiving approval of the central governing board for the use of the format, now it is being used by the branches.

Youth wing development project

This project was under the OD programme in the appeal but the objectives were not specified.

Objective 1: To create a coordination mechanism for the youth wings of the National Society at all levels.

Achievements:

The national youth coordinator and the 25 branch volunteer district level youth coordinators were appointed during the months of November and December, based on the job descriptions prepared during the preceding initial phases of the programme funded by the CBF. A youth sub-committee of the Sri Lanka Red Cross Society was finalized with appointments from external relevant agencies including the national youth service council to enable the National Society to network at policy and coordination levels with other youth focused organizations. As one of the first tasks, the youth subcommittee developed a youth policy of the SLRCS based on the Federation's model youth policy as well as the policies of many other national societies. A youth web site will be launched once the draft youth policy is approved.

In an effort to build international solidarity and friendship and also to enable the Sri Lanka Red Cross Society to learn from other youth governance and membership experiences while developing its own structures and systems, the SLRCS attended three international youth meetings: 47th International Study and Friendship Camps in Austria on 05-22 July attended by two branch representatives; International Red Cross Youth Workshop 2002 in Korea between 31 July and 5 August represented by two branch representatives and development director; International Youth Conference in Australia on 12-17 September attended by two branch representatives.

Constraints: Though the youth policy is not yet finalized, a youth committee was appointed to overcome this. The Federation supports only a part of this programme. The Sri Lanka Red Cross Society still could not mobilize funds other than what was supported by the Federation's CBF.

Objective 2: To recruit, orient, and integrate members of the youth wing in all the programme activities and at the governance levels of the National Society.

Achievements:

A pilot youth camp was held between 2-4 August in the Kegalle district which brought together 112 young people to learn about, discuss, and make recommendations on issues such as volunteer characteristics, responsibilities and functions of youth volunteers in community health programmes, leadership qualities, and active participation in all other programmes of the Sri Lanka Red Cross Society. Sessions were conducted by external resource persons on such topics as anti-drug addiction counselling and HIV/AIDS. Representatives from other NGOs and public health department officials conducted these sessions. To meet the objective of integration of youth activities in all programmes, the youth wing of the Sri Lanka Red Cross Society helped develop a proposal on the reproductive health awareness campaign to be undertaken in coordination with the health division and a draft proposal on road safety programme for further development with the fund raising and communications division.

Constraints: The same as for objective 1.

Information Development Project

This project was under the OD programme in the appeal but objectives were not specified.

Objective 1: To develop a well-functioning and resourced information department.

Achievements:

The documentation of information activities carried out by branches during the discussions at the national information officers' workshop held in March showed encouraging progress in the number and diversity of initiatives taken by some of the branches in their information work. Based on their training from earlier workshops, many branches are now engaging with their local media. Through a two-month staff-on-loan and various exposures to the existing expertise within the region, the information and reporting officer of the Sri Lanka Red Cross Society is equipped with the required tools and skills to further strengthen the information and reporting capacity of the National Society.

The information and dissemination coordinators at the branch level were given further training on dissemination techniques. Following the national level workshop in Negambo in November, the dissemination officers were provided with a new set of slides and flip chart for use in audio-visual programmes at the district level. The information centre established on the occasion of the World Red Cross Day on 8 May is now well equipped with furniture and publications. More than 100 new titles of publications were added during the last quarter of 2002. The centre is catering to the needs of the general public, students, scholars and other users who are interested in or seeking information on the RC/RC Movement. This centre serves as the learning and knowledge hub of the management of the Sri Lanka Red Cross Society.

Constraints: Lack of staff members at the NHQ meant that the above-mentioned objective could not be achieved effectively. However, with the setting up of the fund-raising and communication team in the last quarter of the year, this obstacle was successfully dealt with.

Objective 2: To develop and implement a strategic communications plan for the National Society including long-term relationship building with the media.

Achievements:

In March a national level workshop was held for all 25 branch information and dissemination officers. Facilitators included the information officer of the Sri Lanka Red Cross Society, the regional information officer from the Federation's South Asia delegation information team, and the information officer of the Pakistan Red Crescent Society. The objectives of the March workshop included: the need to understand well-functioning internal and external communications plans; action planning to enable more key strategic linkages to be made with the print and electronic media; improving the communications coordination between branches and the national headquarters; and achieving a better understanding of the Federation's advocacy agenda, objectives, and planned impacts.

The launch of the "World Disasters Report" on 19 June was achieved at a well-attended press conference. A number of representatives from external institutions such as embassies, United Nations organizations and media institutes attended, and the gathering was addressed by the minister of social services, the director of the government's national disaster management centre, the SRRCS and the Federation's representatives. The Movement's unique principles and positioning were covered, and ten media institutes participated resulting in wide coverage in the electronic and print media.

Constraints: As above.

Finance Development Project

This project was under the OD programme in the appeal but objectives were not specified.

Objective 1: To expand the computerized accounting system in the national headquarters and in selected branches.

Achievements:

The regional finance development manager visited the Sri Lanka Red Cross Society in March and June to support the ongoing computerization of the internal accounting systems and identify software that can provide reports to multiple donor requirements. The visits recommended that prior to the installation of software, a detailed assessment should be made of the requirements on internal stakeholders (e.g. branches, departments, and national headquarters managers), as well as of external partners (Federation, ICRC, bilateral and other participating national societies).

Objective 2: To further improve finance management and administrative procedures and train finance, non-finance, and senior management staff members in financial procedures.

Achievements:

The finance management workshop organized jointly by the South Asia regional delegation and the Nepal Red Cross Society trained two accounting officers of the National Society on day-to-day finance management work on 13-15 September in Kathmandu. The finance director of the Sri Lanka Red Cross Society, after having participated in the regional planning and reporting workshop in Dhaka, joined the region's finance directors meeting held in Sri Lanka on 25-26 November. The meeting was to provide an overview of finance development work done in the past and to further discuss the future plan of action to improve the National Society's accountability and management capacity, both in accounting and financial reporting and management decision making. The general directorate of the Sri Lanka Red Cross Society is planning a programme support workshop including financial management to further promote the accountability of its financial system. The internal auditor of the Sri Lanka Red Cross Society made an initial link with the planned network of internal auditors of all the national societies, the Federation's Secretariat and the ICRC.

Constraints: The major impediments in effective implementation of programmes were financial constraints and lack of adequate staff at the finance department.

Finance resource development programme

This project was under the OD programme in the appeal but the objectives were not specified.

Objective 1: To diversify existing income generating programmes and to create sustainable new programmes.

Achievements:

A number of activities in this area were achieved as a result of important funding from the Federation's CBF. The national branch development workshop in June contained sessions on marketing and fundraising to enable branches to further develop a uniform approach to self-sustainability. These objectives were integrated into all programme presentations which encouraged branches to plan for sustainable health, disaster preparedness, and youth wing development programmes. The session was co-facilitated by the finance director of the Sri Lanka Red Cross Society who linked finance development and reporting systems with effective resource mobilization and disbursement systems to increase donor confidence and long-term relationship building.

In accordance with the job descriptions for the new director and assistant director of fund-raising and communications and as a result of interviews with 38 senior applications, two highly experienced professionals were appointed; one as the fund-raising and communications director and the other as consultant director. The two directors, with help of a fund-raising and media professional in a voluntary capacity, worked out an overall strategy and plans through internal workshops and meetings with external senior corporate sector well-wishers and presented it to the central governing board on 4 December for approval. The fund-raising and communications department is finalizing the goal,

objectives and activities, indicators and critical assumptions, monitoring and evaluation plans for the assigned mission together with the detailed budget, while conducting a review into the fund-raising and sponsorship potential from the corporate, business and company trusts sectors in country.

Constraints: Late establishment of the fundraising and communication team in the Sri Lanka Red Cross Society delayed conduct of activities as planned.

Objective 2: To intensify public fund-raising in the country.

Achievements:

The goal of the fund-raising and communications department is to project the image of the National Society within the country and to act within the overall goal of making the activities of the Movement less dependent on donor assistance in pursuing the task of raising funds and resources within the country through a process of enhanced participation of the corporate sector and the various communities. The new department is in process of profiling the National Society as the first step toward its first objective of enhancing the image of the Movement and the SLRCS. Following the new income generating programmes initiated by three branches, the other branches with trained branch development officers are preparing fund-raising proposals to the NHQ for advice and support from the fund-raising and communications department.

Constraints: The late establishment of the fund-raising and communication team in the Sri Lanka Red Cross Society delayed conduct of activities as planned.

Regional Cooperation •

Achievements:

The Sri Lanka Red Cross Society made use of opportunities to learn from the programmes and achievements of other national societies in South Asia. Its staff members and volunteers benefited from trainings in DP, disaster management, information development, and change management training under various regional training initiatives.

The National Society is recognized as a place of learning in some areas, and has hosted the visit of the treasurer and other finance staff members of the Nepal Red Cross in March to learn from the internal audit department's experience in the National Society. Sri Lanka was the host to a variety of the regional workshops held in 2002 which enabled it to send extra participants at little extra cost.

In May the Sri Lanka Red Cross kindly made all assistance available to the staff members and families from the Federation's regional delegation in Delhi who relocated to Sri Lanka for two weeks due to the security situation in Delhi as a result of the tensions between India and Pakistan. The representatives of the Sri Lanka Red Cross Society were thanked for their hospitality and generosity in making office space immediately available to enable the SARD delegates to continue their work.

The newly elected national secretary of the Sri Lanka Red Cross Society represented the National Society in the tenth South Asia secretaries general meeting in Islamabad from 26-28 August, where all six leaders jointly announced the Kabul Pledge to demonstrate their determination to work together regionally and to support each other. The Sri Lanka Red Cross Society was represented at the sixth Asia Pacific regional conference in November in Manila.

Constraints: Until the newly recruited Federation's representative assumed the position late in 2002, the regional organizational development delegate carried out two jobs during most of the year.

Coordination and Management •

Achievements:

Planning and budgeting of the annual appeal for Sri Lanka 2003/2004 was developed through a series of discussions and sessions among the Federation, SLRCS and the ICRC in a transparent manner with initiative of the National Society.

The regional DP workshop and communications workshop held in July in Negombo, Sri Lanka was visited by the British Red Cross representative, who made a visit to Sri Lanka with a purpose of further developing understanding and relationships with the key counterparts within the Movement and external partners operating in Sri Lanka.

The new Federation's representative took up the position from the end of November and the regional organizational development delegate will continue to be based in Sri Lanka but play a full-time regional OD support role to all six National Societies in the region, including to the SLRCS when required. The SLRCS, ICRC and the Federation decided to have regular bi-weekly meetings both at the governance and management levels to update each other on respective programmes and activities, and to work in a coordinated manner as the Movement.

Constraints: Until the newly recruited Federation's representative assumed the position late in 2002, the regional OD carried out two jobs during most of the year.

Conclusions •

The revision of the constitution of the Sri Lanka Red Cross Society, in which there was a clear separation of governance and management, helped to renew donor confidence in the National Society. Over the past three years the SARD supported the society in its efforts to improve on integrity issues by providing sound governance and management training and support for constitutional review. Although the National Society was successful in gaining increased support from donors in 2002, there still exist the needs for further support for the organizational development, DP, and humanitarian values programmes.

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

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

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.29/2002 Sri Lanka

Period: year 2002

Project(s): PLK005, 160, 401

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	652,199				
less					
Cash brought forward	61,199				
TOTAL ASSISTANCE SOUGHT	591,000				
<u>Contributions from Donors</u>					
Canadian Red Cross (DNCA)	76,213				76,213
Danish Red Cross (DNDK)	517				517
DFID - British Government (DFID)	12,500				12,500
Donor - Capacity Building Fund (DCBF)	129,560				129,560
Finnish Red Cross (DNFI)	29,320				29,320
German Red Cross (DNDE)	5,454				5,454
Japanese Red Cross (DNJP)	109,058				109,058
Norwegian Red Cross (DNNO)	458				458
JAPAN				5,749	5,749
TOTAL	363,080			5,749	368,829

II - Balance of funds

OPENING	61,199
CASH INCOME Rcv'd	363,080
CASH EXPENDITURE	-211,162

CASH BALANCE	213,117

Appeal No & title: 01.29/2002 Sri Lanka

Period: year 2002

Project(s): PLK005, 160, 401

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles	21,330	2,041			2,041	19,289
Computers & Telecom equip.	37,231	25,101			25,101	12,130
Medical equipment						
Other capital expenditures	9,272					9,272
Sub-Total	67,833	27,143			27,143	40,690
<u>TRANSPORT & STORAGE</u>		3,739			3,739	-3,739
Sub-Total		3,739			3,739	-3,739
<u>PERSONNEL</u>						
Personnel (delegates)	5,428	20,192		5,749	25,941	-20,513
Personnel (national staff)	169,666	55,566			55,566	114,100
Sub-Total	175,094	75,758		5,749	81,507	93,587
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	15,514	105			105	15,409
Travel & related expenses	29,861	17,978			17,978	11,883
Information expenses	82,897	14,590			14,590	68,307
Admin./general expenses	9,441	19,054			19,054	-9,613
External workshops & Seminars	199,817	27,232			27,232	172,585
Sub-Total	337,530	78,960			78,960	258,570
<u>PROGRAMME SUPPORT</u>						
Programme management	43,978	14,237			14,237	29,741
Technical services	13,165	4,263			4,263	8,902
Professional services	14,599	4,729			4,729	9,871
Sub-Total	71,742	23,228			23,228	48,514
Operational provisions		2,334			2,334	-2,334
Transfers to National Societies						
TOTAL BUDGET	652,199	211,162		5,749	216,911	435,287