

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

May, 2001

This Annual Report is intended for reporting on the Federation's Annual Appeals only.

Appeal No. 01.23/2000

Appeal Target: CHF 429,000

The Context

Sri Lanka's enormous development potential was impeded for the last 20 years by the civil war between the government and the Liberation Tigers of Tamil Eelam (LTTE), who seek to create a separate nation for the Tamil minority. The last six months though saw the possibility of a fresh peace negotiation process emerging. Armed clashes and bomb attacks in the capital and on other strategic targets continued to divert governmental resources from important structural, developmental and public issues. Unemployment is high and inflation is gradually rising.

Sri Lanka's assets include some positive human development and economic factors: the Paris Aid Consortium meeting in December 2000 pledged additional bilateral and multilateral aid and encouraged further poverty reduction programmes, recognizing as well that Sri Lanka has attained the status of a middle income group country with a per capita income of USD 865; an adult literacy rate of nearly 90 per cent, life expectancy of 75 years and an infant mortality rate of 16 per thousand. Some 57 per cent of the population has access to safe water. Sri Lankan society is built around a well-developed belief in communal action and concerted effort, and in rural areas can count on the growing power and involvement of women.

As a result of the long monsoon season, the country continues to experience cyclones, tropical storms and tidal surges, flash floods in the mountains and foothills and river flooding in the plains. In contrast, in the dry northern part, drought and food shortages are frequent when irrigation of agriculture fails. Due to diversion of economic resources, deteriorating health services increased the vulnerability of the population to infectious diseases.

The greatest negative impact on progress and well-being therefore remains the civil war. The conflict in the north and east continues, with heavy casualties on both sides. The governing party was returned by the general election of October 2000. The Sri Lankan Government accepted a facilitator in the form of a special envoy offered by the Norwegian Government to resume efforts to promote peace talks. In the meantime there is continuing encouragement by the donor community to find a solution to the conflict, while at the same time expressing support for the government's key development priorities in the fields of rehabilitation in the north-east; tertiary education with particular reference to information technology; governance development; and the Samurdhi programme for addressing unemployment.

Objectives, Achievements and Constraints

Disaster Response

Objective: to support relief operations on a needs specific basis.

Achievements

The Sri Lanka Red Cross Society (SLRCS) responded to three natural disasters in the second half of 2000. Its relief efforts directly assisted 400 vulnerable families affected by flash flooding, 56,000 people affected by post-flood waterborne diseases (dengue fever and malaria), and 5,760 families affected by a cyclone. In all cases, the SLRCS prioritized the most affected districts and conducted talks with the government's health and administrative authorities. In many areas the SLRCS was the only humanitarian organization to respond with a community based health education programme. Public awareness programmes included the use of leaflets, mobile public address systems, house-to-house advisory services, water purification and environmental cleaning work. Knowledge gained from these emergency operations will be included in the future disaster preparedness plans of the SLRCS.

Disaster Preparedness (DP)

Objective 1: to carry out training in DP techniques for staff, volunteers, and communities.

Achievements

Some 151 participants were trained in five branches over the past twelve months, in addition to a four-day residential training for 35 participants which incorporated: community-based vulnerability assessment and mapping techniques (a practical house-to-house exercise done at the field level for one day during the course); analysis of recurrent disasters and trends; and use of videos from other South Asian countries, such as on information gathering in advance of disasters (from Bangladesh). Other training modules were developed on topics such as pre- and post-disaster evaluation, making effective use of the media, recruiting and training capable community based volunteers, data collection and reporting techniques.

Resource persons for the community based disaster preparedness (CBDP) training came from previously trained internal Sri Lanka Red Cross Society members from experienced districts. The director of development, who co-ordinated DP and disaster response operations, was also enabled to attend a five-day project management training course in Europe to further strengthen the society's overall strategic capacity through training of trainers on his return. He also acted as the course director of a regional South Asia DP workshop attended by DP staff and volunteers from all six national societies in the region.

The SLRCS also prioritized the integration of DP skills training (in the areas of assessment, logistics management and first aid relief) into its youth section development programme and three training camps were held for three days each for new members. In addition, two exposure visits for six branch and headquarters' volunteers and staff were conducted to learn from the DP experiences of the Nepal Red Cross and Bangladesh Red Crescent Societies. The DP manual and procedures of the SLRCS will be changed in the near future as a result of these learning tours.

Constraints

There were only limited funds available for DP follow-up work during 2000, but the Federation's office facilitated preparation of an integrated DP programme proposal to two locally based diplomatic and humanitarian missions for 2001 and 2002. This would allow the SLRCS to fulfil the majority of its follow-up community based training strategy.

Objective 2: to follow-up on regional DP workshop activities, especially hazard-mapping, DP policy preparation, community-based logistics and warehouse development.

Achievements

The revision of the national society's DP manual was waiting for the overall development of a regional DP policy so that each society's manual adheres to a commonly agreed set of minimum norms and practices, a process which was finalized by the ratification of the regional policy at the last regional secretary generals' meeting in November 2000.

A proposal to build on the existing DP infrastructure of the headquarters and branches was submitted to some local aid missions in Sri Lanka to attempt to build community level sustainable capacity, revolving locally mobilized community funds, and warehousing and buffer stocks strategies in the near future which will further increase acceptance of the SLRCS' competence in timely and effective response to disasters. A new relationship building strategy with the government at the central level will also be further developed to agree on the specific auxiliary roles that the SLRCS could be expected to perform in times of disaster, learning from the effective district-level disaster response operations over the last six months.

Constraints

The SLRCS did not have the funds to develop a clear DP staff structure at the national headquarters level to undertake the focused development work that is necessary at the branch level. It is envisaged that trained DP personnel at the national level will also improve the society's external networking with the government and other NGOs and humanitarian actors, which also needs to develop in a more co-ordinated manner. It is hoped that this situation may improve with further partnership support in the years to come.

Objective 3: to conduct pre- and post-disaster surveys.

Achievements

Headquarters and branch staff of the SLRCS used their DP volunteers and training to respond to three natural disasters in the country over the past six months, namely flash flooding, dengue fever control and cyclone relief programmes. It was a positive feature of these programmes that the society responded quickly and effectively to each emergency, from national and local assessment to logistics of distribution. This attracted the praise of other stakeholders in the country including that of local and central government ministries and departments, and of foreign diplomatic missions.

Constraints

Branch-level capacity building training, and refresher training in some cases, is urgently needed to modernize the assessment and survey techniques used prior to and after disasters. The *Sphere* and other guidelines used internationally need to be internalized in the SLRCS so that it can better assess situations according to international response standards. It is hoped that this training will flow from a clear revision and update of the SLRCS national DP plan during the early part of 2001, when it will also integrate the learning from the strengths and weaknesses of the survey methodologies used in the three disaster operations at the end of 2000.

Objective 4: to increase public awareness and involvement of communities in DP and relief.

Achievements

This objective was not met in a consistent manner due to the need for the SLRCS to revise its conceptual approach to community involvement in pre-disaster surveys and vulnerability and capacity assessment, as well as in the planning and implementation of disaster response work. The example from the Nepal Red Cross Society, where communities raise and manage their own revolving disaster

preparedness and response funds at the community level, was integrated into the forward looking DP plan of the SLRCS, which is a promising development.

Constraints

As stated above, the SLRCS needs to access a higher level of partnership support for its DP work to enable effective implementation of its programme and ideas.

Health and Care

Objectives:

1. promotion of primary health care (PHC) and services;
2. to establish a community health unit at SLRCS headquarters and train 100 community health workers;
3. to educate the community on first aid, HIV/AIDS, reproductive health and primary health care in 10 districts;
4. to upgrade and maintain the existing five primary health centres into HIV/AIDS, PHC, family planning and first aid information centres;
5. to carry out a first aid training programme for trainers, educators, and individuals at the community level; and,
6. to promote education of HIV/AIDS.

Achievements

Due to lack of support for the national society's health programme in the Appeal 2000, it was not possible to initiate community based training of health workers, and the public health education and disease prevention programmes envisaged. However, the SLRCS continues to deliver a diverse set of health programmes at the community level both in the conflict affected areas and outside of them. These activities are carried out by community based volunteers who often act as extensions of governmental health service facilities, creating awareness of preventive health care activities and accompanying vulnerable people to their nearest health camp or primary health care centre to receive treatment. Activities include: mobile health care for communities displaced or far away from health infrastructure; blood donation campaigns; PHC centres; free eye, dental and medical clinics in remote areas; and assistance to eradicate polio and promotion of public awareness and vaccination programmes to eradicate other preventable diseases.

Other health activities conducted include: the donation of artificial limbs and crutches to those affected by the war; and mother and child health care clinics promoting immunization, family planning, and nutrition programmes. In addition, the SLRCS took part in polio eradication and vaccination programmes at the request of the government, and networked with other actors such as the World Health Organization (WHO) and Rotary International to spread public education messages on these issues.

Of particular importance was the national society's first aid programme, in terms of service delivery, its internal training programme and training offered to other institutions. The SLRCS continues its very active training role; in 2000, it trained 493 branch members in first aid (223 women and 270 men). Three levels of first aid training (basic, advanced, and instructor) are provided to branch members and volunteers. In terms of external training, 2,464 people were trained (1,272 women and 1,192 men) in 93 external agencies over the same period. This income generating activity helps the SLRCS to broaden its resource development. In 2000, a total of LKR 456,000 (approximately CHF 8,700) was generated through charging external agencies for this training. In addition, LKR 187,000 (approximately CHF 3,580) was raised from training 187 individuals.

The SLRCS also provided first aid posts and services at a wide range of national and religious festivals, and is preparing special preparedness services for conflict related first aid services through some of its branches to deal with threats (such as suicide bombings and other terrorist activities). The SLRCS acts as an auxiliary of the government's emergency services in these contexts. During 2000, the total number of beneficiaries of the first aid posts included several thousand men, women and children.

Constraints

Although the SLRCS maintains services at the health care centres, the lack of response to the Appeal 2000 did not allow the training of 100 community health workers, nor the upgrading objectives to be fulfilled. It became apparent that a Federation-supported review of the total SLRCS health programmes would be appropriate, particularly as there are also isolated but important activities in the fields of water/sanitation capacity building (public environmental health management) and preventive environmental sanitation that need further strengthening and focusing given the vulnerability and poverty analyses in the external environment.

Humanitarian Values

Objective: The Federation will continue to work with the SLRCS to strengthen its public image and to reinforce general knowledge of the Red Cross in Sri Lanka, in co-operation with the International Committee of the Red Cross (ICRC).

Achievements

Although no specific objectives and budget were allocated to these activities in the 2000 Appeal, the conflict and the ongoing need to reposition the SLRCS in the eyes of the public and the government gave rise to some significant activities and achievements during the first six months of 2000.

The SLRCS successfully recruited 17 branch-level dissemination officers. In addition, on World Red Cross Day (8 May) a number of important opportunities and activities were undertaken by the branches to encourage greater awareness of the roles and work of the SLRCS and Red Cross and Red Crescent Movement. A brochure on the misuse of the emblem was printed and distributed with guidance from the ICRC.

In co-ordination with the ICRC, the SLRCS produced 40 videos, 30 in three languages, five in Sinhalese, three in English and two in Tamil. Six district-level dissemination programmes were held and attended by 602 participants which included volunteers, teachers, government officials, school children, and the society's divisional committee members.

Institutional and Resource Development

Institutional Development

Objective 1: to strengthen the governance, leadership and management capacity of the SLRCS through regional exchanges and training.

Achievements

Staff and volunteers (at the governance and operational levels) of the Sri Lanka Red Cross Society actively participated in regional experience sharing workshops during the year on technical topics (such as disaster preparedness and human resource development). In addition, the SLRCS, on its own initiative, planned and implemented study visits to other national societies in the South Asia region and sent two separate six-member delegations to visit the Nepal Red Cross and Bangladesh Red Crescent Societies.

These structured exchange and learning visits enabled the SLRCS to assess strategies, structures and systems with a view to importing knowledge into its own policies and practices. The areas studied included: branch development; local resource mobilisation; government co-operation; disaster preparedness; youth section development; human resource development and personnel management systems; health strategy and gender perspectives.

The information gathered was fed back into the society's policies to strengthen further modules, manuals, and training materials in each area. Some immediate successful outcomes of this process included: the branch development and policy committee; the ratification of a new financial procedures manual for the SLRCS; and, the development of a draft five-year development plan.

In addition, six youth members attended the Asia/Pacific youth gathering conducted by the Federation in Thailand to facilitate shared experiences and plans with other RC/RC youth sections. The youth circulated their reports and recommendations internally and the elected board of governors agreed to include youth representation when the Sri Lanka Red Cross Society's constitution is revised at all levels of governance. The youth section now holds its own regular planning committee meetings and drafted its plans for national activities at the headquarters and branch levels.

Youth now comprise two-thirds of the Sri Lanka Red Cross' membership, a promising feature regarding the development of future leadership within the society. Three youth camps were held over the last six months involving 100 young people, equal in gender representation. Participants were trained in leadership and problem solving, disaster preparedness, first aid, and *Shramadana* or "free labour" to renovate community assets and facilities such as public buildings or water supply systems.

Constraints

In the earlier phases the exposure visits between NS were not well structured and there was less responsibility on those participating at volunteer or staff levels to share their experiences on their return, or systems for contributing to policy changes as a result of what was learned. However, the SLRCS realized this shortcoming and developed a rigorous agreement that must now be signed by all seeking to go on learning and study visits, requiring them to be actively involved in formulating new policies, presenting new knowledge to appropriate internal committees, developing modules, manuals, and training materials where relevant, and work as a resource person at branch and national levels to lead relevant workshops and capacity building initiatives.

Objective 2: to develop and strengthen the overall human resource management capacity of the SLRCS.

Achievements

The SLRCS also drew up clearer human resource management guidelines and completed a new set of clearer job descriptions for all senior staff. The same process of clarifying job descriptions for junior staff and for volunteers is planned. Human resource development (HRD) was prioritized for attention by the senior management team at the national headquarters and a co-ordinator for HRD and training was recruited at the national level to develop a plan and improve the overall HRD management practices of the SLRCS. The national co-ordinator joined a South Asia regional HRD group with colleagues from other national societies. At a meeting of this group in December 2000 it was agreed to develop a regional HRD manual with common minimum norms and practices to be further adapted into the cultural environment of each national society.

The national co-ordinator facilitated two meetings of the society's senior management team to draw up an HRD action plan of priorities. Anticipated outcomes include the improvement of recruitment, retention, appraisal and development standards for all volunteers and staff in the SLRCS, as well as a structured training programme to improve key competency levels appropriate to the revised job descriptions.

Constraints

There was some confusion in the understanding of the SLRCS about human resource development as opposed to training. It became apparent during the year that the recruitment of the national training co-ordinator is only one component of a wider HRD strategy, and discussions are now taking place about the need to increase the role to that of an overall HRD manager, who would co-ordinate training undertaken by others in different ways within each programme and institutional development area. This would enable the HRD manager to concentrate on the more holistic needs of the SLRCS - to improve its recruitment, retention, personal development, and appraisal systems for all staff and volunteers.

Objective 3: to upgrade the co-ordination capacity of the SLRCS and to strengthen the human resource development activities.

Achievements

An institutional self-analysis report conducted by an external management consultancy firm was commissioned, completed and analyzed through a series of systematic ID workshops for the governing board's members and senior SLRCS management staff. A series of ID workshops further clarified the roles and mandates of governance and management, and analyzed and proposed areas in which institutional changes can lead to clear capacity building initiatives and improved co-ordination between units at the headquarters and between the headquarters and the branches.

A large ID workshop was also held in June 2000 and resulted in a number of outputs including: self-assessment by the board of governors; and, drafting of a three-year strategic plan for the SLRCS which articulates a clear vision, mission, set of prioritized strategic issues and programme goals, objectives, activity plans, and budgets in a logical framework analysis format. This will enable management to monitor clearer areas of progress and performance in programmes, and to conduct a training needs analysis for staff in areas where the programme requires further changes to achieve more impact.

One important area of improvement in overall co-ordination was evident in constituency development plans of the SLRCS which proved successful with the doubling of overall membership to 17,000 over the past 12 months. This was also due to some successful branch development work which also progressed with the innovative emergence of the branch development officers whose roles include: co-ordination between branches, government and other NGOs; co-ordination of constituency development by holding public meetings; forming of divisional-level units to improve the impact of the community based programmes and assistance at times of emergency; and strengthening the relationships between branches and the headquarters.

There was a marked increase in the achievements of branches with branch development officers in the promotion of World Red Cross Day activities and in overall recruitment and mobilization of members and volunteers. The number of officers will be increased from six to 12 in 2001 to build from this learning and explore how the posts can become locally and sustainably funded.

Constraints

The complex legal challenges to the elected governance by outside interests resulted in inconsistent governance for several months during the second half of the year. This made consolidation of the earlier gains (more effective planning, implementation and monitoring mechanisms) difficult. The inconsistency of governance affected the motivation of staff, but core work continued to be led by an able senior management directors' team. The appointment of two directors to co-ordinate policy and programme activities with the Federation and ICRC, respectively, improved programme co-ordination between the national headquarters and branches, as well as institutional planning and reporting.

Financial Development

Objective 1: to assist in developing and adapting the national society's financial systems and procedures, including partial automation of procedures.

Achievements

The SLRCS continued to undertake focused and effective action in building its internal financial management and control systems. All accounts in arrears in the first half of the year were cleared, a fixed assets register was finally completed, and a new financial procedures manual for the whole society was approved and adopted by the board of governors (now subject to a training and implementation strategy). The regional finance delegate completed two missions to Sri Lanka between January and June 2000 to further the progress on financial development work in the SLRCS.

Constraints

Due to the regional finance delegate's role as acting head of regional delegation for five months in the second half of 2000, consolidation of achieved processes was not possible. In addition, the unstable governance environment did not facilitate clear progress in this area, although the annual audit was completed successfully.

Objective 2: to develop an internal audit function.

Achievements

The SLRCS also took the very positive step of appointing an internal auditor whose roles include: finalizing the appropriate control mechanisms in all manuals under development across the society; developing quality assurance mechanisms for systems in place; overseeing financial management systems; auditing personnel systems and procedures; ensuring clear procurement and requisition procedures; and, drafting an internal audit manual for the SLRCS.

Constraints

The internal auditor took forwards large parts of the work plan, but the continuing instability of governance slowed down progress in meeting objectives. The inclusion of the internal auditor in a wider range of institutional processes (such as attendance at directors' meetings, tendering board proceedings, etc.) was recommended by the Federation's representative and this began to facilitate changes to key internal control procedures.

Objective 3: to install a computerized accounting function at the national headquarters and the branches.

Achievements

The Society continued to address the issues around introducing computerized accounting systems, completing the draft specification for appropriate software and preparing for the tendering process in early 2001. The development and installation of the software will take place in the second half of 2001, followed by training.

Constraints

The intended support visits of the regional finance delegate in the second half of 2000 could not take place due to the additional duties as acting head of regional delegation. Thus, software development and tendering procedures were postponed until early 2001.

Objective 4: to develop and improve the basic accounting, budgeting and financial management skills of finance staff.

Achievements

The SLRCS did not manage to arrange specific training through local external agencies during the year as was originally intended, but instead finance department staff at all levels participated in structured study and learning visits to the Nepal Red Cross and Bangladesh Red Crescent Societies to better understand and learn about finance development and management systems. All national headquarters staff were also invited to offer their feedback on the new finance procedures manual for the SLRCS in a one day workshop and this provided an interesting learning and training exercise, as a number of important observations and recommendations were made by staff for amending and further improving the manual.

Constraints

There is a need to develop a more strategic approach to competency based training schedules across the whole SLRCS, not just in the finance department. The national training co-ordinator will be working in early 2001 on drawing up competency profiles for each job description, and then managers will be trained in drawing up personal development plans to help staff identify and develop the specific skills they need to work more effectively

Objective 5: to train senior management in the tools for finance management.

Achievements

Although the senior management staff and directors participated more actively in budgeting and financial monitoring processes during the year, it was not possible to run the proposed training workshops for them in finance management tools in the first half of the year. It was agreed that this would be more effectively merged with training on the new computerized software mentioned in objective three (above) when the workshop can also identify how to use the new software to maximize the management information system within the SLRCS as a whole.

Constraints

Again, the inability of the regional finance delegate to support such training was due to acting head of regional delegation duties. This training is to take place in early 2001.

Information and Communications development programme

A much higher profile was identified as a critical need for the SLRCS to counter serious misunderstandings about its role and work in the external environment. As a result of additional funding mobilized by the Federation's regional information delegate during the first six months of 2000, an information unit was established at the national headquarters with the recruitment of an information officer at SLRCS in March 2000. The information officer's role is to raise publicity for effective work at the branch level, produce monthly and annual reports, brochures and leaflets, and write press releases and articles for the media.

Orientation and training sessions on information needs and strategies were conducted by the Federation's regional information delegate in March and June. The World Red Cross Day celebration provided an important opportunity to capitalize on the new unit and its relationship to a growing network of branch-level information volunteers. Articles on the history of the Movement and the SLRCS appeared in all national languages and English in both state owned and privately owned daily and weekend papers. The electronic media also covered the 8 May activities.

A more strategic communications strategy is being developed with linkages between media and press work, branch development, volunteer mobilization and retention, and local resource mobilization and fund-raising. Activities already underway include: organizing media tours for journalists to branches (two conducted already); launching the Federation's *World Disasters Report* to national media; publishing the consolidated monthly report; recruiting more branch information officers; and, publishing more brochures and leaflets.

Conclusions

The primary focus of the Federation's support to the SLRCS is for consolidation of the internal institutional analysis and development programme, and for internalization of the strategic planning process that is currently underway. The need for existing programmes to be consolidated under the four core areas for global assistance, and for clear quality standards to evolve and be owned under each programme area for clear monitoring and accountability, are crucial. Close co-ordination with ICRC also proved successful in supporting an integrated capacity building plan for the SLRCS.

Equally important is the need for the distinction between governance and management roles to be further clarified, and for the Federation to support a more strategic human resource development strategy so that all staff and volunteers have more clearly defined and accountable roles in all programmes. Continuing to integrate the finance and information development programmes into a wider strategic framework of branch and headquarters development and capacity building is a key focus area. There is much greater coherence between branches and headquarters than in the past but significant new perspective building is still necessary to enable the headquarters to play strategic roles in assisting branches to carry out their mandate and programmes. Ongoing support for the institutional development workshops at the governance level will continue to build this more effective partnership.

The issue of funding flows from donors is a critical one. Many of the original Appeal objectives remained unmet, not because of a lack of willingness by the SLRCS to address them, but solely due to a severe shortage of funds to build on the significant potential in the society which was steadily rebuilt over the past few years.

The general elections in Sri Lanka, held in October, facilitated a new relationship with the line ministry in government which led to discussions of a revision to the national society's constitution so that a formal recognition act can then be passed in parliament, thus strengthening the legal base of the SLRCS. In spite of this, the SLRCS continued to suffer from unstable governance over the last six months with a government appointed interim board appointed for a six-month term. Though it diverted the society from consolidating its work, this situation was resolved at the beginning of 2001.

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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>.

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Annual Financial Reports 2000

- Explanatory Note -

1. Consolidated Response to the Appeal

- This report provides a global picture on the funding situation of a specific appeal at a specific time.
- The cash column indicates all cash contributions channelled through the Federation, together with the balance carried forward from the previous year. Financial statements in support of the reported income are available upon request.
- The in-kind contributions (goods and services provided in response to the appeal objectives) are registered in a stand-alone system, based on the information provided by the respective donor. The values of these donations are based on information received from donors, and will be reported as such in the income and expenditure part of the consolidated report.
- Direct cash or in kind contributions made to Operating National Societies or in kind donations made to the Federation Delegations in response to the appeal are recorded as in-kind contributions in the report.

2. Balance of Funds - Cash Only

This report is a summary cash statement, providing the information on the balance carried forward from the previous year, cash income (including reallocations), cash expenditure (including reallocations - ref. part III of the consolidated report), and the closing balance at the end of the year.

3. Budget Analysis / Breakdown of Expenditures

This section of the report provides a comparative analysis of the total expenditures (cash and in-kind) versus the last approved budget of the appeal.

- The cash column reports on all expenditures booked against the Federation projects and cost centres . It relates only to the use of cash contributions received by the Secretariat for the specific appeal. Financial statements in support of the reported expenditure are available upon request.
- The in-kind columns (goods/services and personnel) report on the in-kind contributions donated in response to appeals, as per the information received from donors. This information is shown both as contribution and as expenditure against the specific appeal, and is consolidated, together with the cash expenses, against the appeal budget. As financial information is not always available from PNS, and for consistency reasons, a flat rate is applied for the calculation of personnel costs.
- The consumption rate represents the level of total expenditures (cash and in-kind) compared to the total income available (opening balance, cash and in-kind contributions),

4. Pledges vs. Contributions

Attached to this financial report is the list of pledges against the respective appeal.

- The comparative analysis of the list of pledges and the list of actual contributions provides a clear insight into any outstanding pledges in response to the appeal.
- Any differences in values between the two reports are due to fluctuations in exchange rates at the time of booking and the time of reception of the contribution.

Appeal No & title: 01.23/2000 Sri Lanka						
Period: year 2000						
Project(s): LK001, 005, 160						
Currency: CHF						
III - Budget analysis / Breakdown of expenditures						
Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL	Variance
			Goods/services	Personnel	Expenditures	
SUPPLIES						
Shelter & Construction						
Clothing & Textiles						
Food/Seeds						
Water						
Medical & First Aid						
Teaching materials		3'675			3'675	-3'675
Utensils & Tools						
Other relief supplies						
Sub-Total		3'675			3'675	-3'675
CAPITAL EXPENSES						
Land & Buildings						
Vehicles	34'000					34'000
Computers & Telecom equip.	12'644	2'571			2'571	10'073
Medical equipment						
Other capital expenditures	30'060					30'060
Sub-Total	76'704	2'571			2'571	74'133
TRANSPORT & STORAGE	13'853	1'600			1'600	12'253
Sub-Total	13'853	1'600			1'600	12'253
PERSONNEL						
Personnel (delegates)	9'784					9'784
Personnel (local staff)	177'660	42'495			42'495	135'165
Training						
Sub-Total	187'444	42'495			42'495	144'949
GENERAL & ADMINISTRATION						
Assessment/Monitoring/experts		5'556			5'556	-5'556
Travel & related expenses	41'210	2'607			2'607	38'603
Information expenses	19'756	4'065			4'065	15'691
Administrative expenses	41'119	17'685			17'685	23'434
External workshops & Seminars						
Sub-Total	102'085	29'913			29'913	72'172
PROGRAMME SUPPORT	46'977	17'206			17'206	29'770
OPERATIONAL PROVISIONS						
Transfer to National Societies		54'354			54'354	-54'354
TOTAL BUDGET	427'063	151'814			151'814	275'249
Consumption rate:						
	Expenditures versus income		58%			
	Expenditures versus budget		36%			

Sri Lanka						ANNEX 1
APPEAL No. 01.23/2000		PLEDGES RECEIVED				11.12.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				427'000		TOTAL COVERAGE 27.4%
Balance carried forward from 1999				-68'658		
BRITISH - GOVT				50'000	19.01.2000	DFID 1.4.2, 1.4.3
ICELAND - RC		500'000	ISK	10'948	30.03.2000	NS CAPACITY BUILDING
JAPANESE - RC		8'000'000	JPY	124'576	26.06.00	
SUB/TOTAL RECEIVED IN CASH				116'866	CHF	27.4%