

# 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 2002*

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

*Appeal No. 01.39/2001*

*Appeal Target: CHF 1,016,169 (USD 626,000 / EUR 695,000)*

### **Operational Developments**

The 20-year-old civil war in the country between the government and the Liberation Tigers of Tamil Eelam (LTTE) continued during 2001. The LTTE attacked the country's only international airport on 24 July 2001, bringing the conflict to international attention once again. The country's economy suffered a double setback, both from the aftermath of the Katunayake airport attack and the 11 September events in the USA. In 2001 Sri Lanka's economy remained highly dependent on foreign exchange earnings from tourism, exports of key items (the USA was a major market), and foreign remittances from migrant workers.

The global economic downturn had a direct adverse impact on Sri Lanka. In the first nine months of 2001 official statistics showed that exports fell by 8.1 per cent as compared with the same period in 2000.

Political instability led to the dissolution of Parliament on 10 October and a general election was held almost exactly a year after the previous one on 5 December 2001. The 12th parliamentary election was monitored by 91 foreign and 12,000 local observers. The elections were marred by 46 deaths and 2,332 election related incidents, making them the most violent in the country's recent history.

The United National Party, which had spent just over seven years in opposition after its defeat in 1994, was elected to form a UNP/United National Front Government winning 109 seats (four seats short of an absolute Parliamentary majority) with 13 from the National List, whereas the nearest rival party the People's Alliance won 77 seats with 11 from the National List. According to the 1978 Constitution this meant that the Executive President in office with four more years of her term to run presided for the first time over a Parliament largely comprised of political opponents. Several observers noted that this marked a new opportunity for a joint effort to achieve political reform and peace.

A severe drought affected some parts of the south of the country, with serious effects from July onwards on highly vulnerable communities who had lost between two and four consecutive crop cycles over the past two years. The Sri Lanka Red Cross and the Federation's International Appeal of 14 August 2001 (no 25/2001) played a key advocacy role in alerting other institutions of the need to respond to these events. An exceptional and unprecedented donor response came from the general public, the corporate sector in the country, and the international community.

## ***Objectives, Achievements and Constraints***

### ***Disaster Response***

On 26 December 2000 a cyclone swept across central Sri Lanka and left some 42,000 families homeless or displaced. The year 2001 began with Sri Lanka Red Cross Society (SLRCS) headquarters and branch staff working with previously trained DP volunteers of the branches in the affected districts, all of whom were highly commended for their state of preparedness and management of the relief logistics. It was as a result of previous DP training at both national and branch levels that the volunteers and staff were able to conduct a rapid assessment of the most vulnerable families. Volunteers worked with local government officials to distribute shelter, cooked food, cooking utensils and sleeping materials.

On 14th August 2001 the Sri Lankan Red Cross Society and the Federation launched an International Appeal (see appeal no. 25/2001 on Drought and related programme updates) for Sfr 1,258,427 to assist drought affected communities in the southern part of Sri Lanka. The specific objectives and activities were to identify and distribute food relief items to 6,500 of the most vulnerable families for a period of six months.

Both operations were conducted in a coordinated way between SLRCS, the Federation and ICRC (International Committee of the Red Cross) delegations in the country and won the praise of central government Ministries, district government agents, divisional government secretariat officials, Gram Niladaris (village leaders), the affected communities, the media, and many other national and international NGOs.

The SLRCS benefited institutionally from its experience in relief operations and had a substantial number of available volunteers. Many of the younger volunteers received first time, as well as refresher training in disaster preparedness and vulnerability capacity assessments. SLRCS also networked with other institutions and used resource persons from agencies such as NORAD and from the government to supplement and widen the scope of its training. The drought relief distributions significantly increased the coordination, logistics and resource mobilization skills both of personnel at headquarters and in the drought-affected branches, and in other branches as well. An example of this was the Colombo branch who undertook widespread communications and fund-raising work, and finally sent 40 volunteers to participate in the second round of food relief distributions.

### ***Disaster Preparedness***

The SLRCS's governance, members and staff devoted a great deal of time in 2001 to the intensive process of revising and adopting the society's new constitution, which was finally completed in October. As a result many of the society's activities were only partially implemented during the year. Nevertheless, significant achievements were made in the society's DP programme against its objectives as follows:

**Objective 1** To improve the national society's disaster preparedness programme.

***Achievements:*** The national society's efficient response to the cyclone mentioned above (under the DR section) was a result of the experience that came from its activities in other natural disasters in late 2000, such as flash flooding, and dengue and malaria fever control in particular. The SLRCS was highly commended for its work, and was invited by the government's Ministry for Social Services to participate in discussions on relief response activities on the first day of a disaster. In June 2001 the Ministry again convened a meeting with SLRCS requesting it to assess and support the government's own assistance to drought-affected communities in the south of the country, where rainfall was unusually low.

The increased capacity at all levels of the society as a result of DP training enabled the branches and volunteers in the cyclone-affected areas to respond immediately, distributing the disaster preparedness items they had stocked in their warehouses from the first day onwards, and working with the ICRC to distribute non-food relief items in the conflict affected districts. With Sfr 100,000 released from the Federation's Disaster Relief Emergency Fund (DREF) and with the support of other participating national societies both through the Federation and in two cases bilaterally, the society's plan of action was well financed.

The Federation's regional DP delegate provided support to the society in the initial stages of the relief programme and helped to link it to longer term disaster preparedness issues. A one-day learning workshop was held with many of the key actors, and the regional DP delegate recommended follow-up actions that would further strengthen the society's response capacities. His eight-point plan of action included: continued DP training programmes for volunteers in disaster prone districts; the development of a disaster response plan; establishing a better tender process with authorised companies and authorities; developing stronger links with other NGOs which had DP capacities; and sharing the lessons learned with other agencies (governmental and non-governmental). A total of Sfr 50,000 from the regional DP budget was allocated to SLRCS for this plan.

As a result of lessons learnt from the cyclone relief operation, the SLRCS also spent considerable planning time with a delegate from the Spanish Red Cross which had offered to assist the society in developing a well-resourced DP programme in eight selected flood-prone districts of the country. Six of the districts were in the non-conflict, and two in the conflict-affected areas which in total covered 37.8 per cent of the country's population or 7,098,000 people. A proposal was submitted to and approved by the European Community Humanitarian Office (ECHO) to enable the SLRCS to increase its work on flood-related preparedness and response. Flooding remained the most common natural disaster in Sri Lanka.

A seven-member national DP committee was established to review the DP programme's progress against clear indicators and discussions began as to whether in the medium term the society should appoint a national director and a DP coordinator. All training sessions and materials were in three languages (Sinhala, Tamil and English).

The SLRCS used some of their British Department for International Development (DFID) support to send three participants to the Federation's South Asia regional DP workshop in Delhi in October. At the sessions, the three participants shared lessons learned during disaster response programmes with other national societies, examined the use of effective advocacy by outlining the recent SLRCS case study of the drought in Sri Lanka, and brought back ideas for improving the community based DP training materials in use in the society.

To share the lessons learned in the regional training workshop, the SLRCS participants also attended an SLRCS workshop on DP held on 24th-26th November for 30 participants from all branches. Members of SLRCS's relief and DP committees also participated to ensure governance action to follow up on policy levels in the society. A total of 27 participants attended (with three from national headquarters), and the facilitators included the Federation's regional DP delegate and manager, as well as facilitators from within SLRCS, the Sri Lanka ICRC delegation, and local NGOs.

The objectives of the workshop were to invite and train as effective trainers one participant from each of the 25 branches, and five from headquarters, who had previously attended the Vulnerability and Capacity Assessment (VCA) and CBDP training in 1999 to refresh their knowledge on needs assessment techniques, Sphere standards and multi-sectoral survey tools, conflict preparedness (with the assistance of ICRC representation throughout the workshop), and communication skills during emergencies. The Sphere session was facilitated by a qualified Sphere trainer from SCF (UK). Other

sessions included training in volunteer recruitment including gender and diversity practices, logistics in relief operations, and drawing up of district DP plans for each branch.

ICRC colleagues and branches working in conflict-affected districts also shared their experiences of working with teams of 300 SLRCS DP and conflict preparedness volunteers, equipped with pre-positioned stocks of non-food relief items, with clear conflict preparedness plans for every district branch in the north and east.

Discussions were held on how to achieve more active recruitment of women in the DP programme activities, with several branches sharing successful recent practices (e.g. the gender balanced recruitment of young women and men volunteers during the Hambantota Drought Relief operation). The plenary session included many ideas and action plans for increasing the participation of women.

The participants concluded the workshop with a training session on more effective communications systems to improve internal and external information flow in times of disaster. It was agreed that the Hambantota Drought operation had been an excellent model of communication, which resulted in highly efficient efforts on behalf of the most vulnerable.

Participants who had attended a national DP workshop in turn conducted three additional workshops in Colombo, Hambantota, and Moneragala districts respectively during the month of December. A total of 40 local DP volunteers and members of these branches received two days of training designed to improve the DP plans and activities of SLRCS.

The Spanish bilateral DP delegate arrived in November. He helped to draw up a plan of action with national headquarters and selected branch staff and volunteers for a 12-month ECHO-supported DP programme. Initial meetings were also held with the ECHO representative to ensure a high level of cooperation on this major (Sfr 592,440) programme. The programme was highly coordinated and integrated between the Spanish Red Cross, SLRCS, the Federation's delegation and ICRC (as two of the selected districts were in high conflict areas).

SLRCS also sent a five member delegation for a structured learning visit to Bangladesh Red Crescent Society in December to study the advanced DP and relief systems developed by the national society there. The objectives included learning about vulnerability assessment processes and tools in use, the training curriculum used for community level DP volunteers, experiences of effective coordination with government and NGOs, and the roles and functioning of DP and relief committees.

The Federation's regional disaster response delegate visited SLRCS to provide additional support and monitoring of the drought relief operation from 10th-16th September. During his visit he conducted a half day workshop on compliance of the society's Finance and Tendering Committee with the new Federation minimum standards in tendering and procurement processes.

*Constraints:* The main problems were the continued involvement of the regional disaster preparedness delegate in DR and the resulting slow implementation of DP programmes in some countries. The arrival of a new regional DR delegate allowed the DP team to achieve more activities in the last quarter. Nevertheless the regional DP delegate did visit SLRCS at key moments during the year to assist the national society in learning from its operations and planning more effectively for the future.

**Objective 2** To establish early warning systems in disaster prone areas.

*Achievements:* The experience of the vulnerability survey questionnaire developed and used by SLRCS during the drought relief operation encouraged the society to learn about other early warning and surveillance systems. One objective of the work exposure visit to Bangladesh Red Crescent Society in December was to learn about the early warning systems in place there. The Sphere session

during the national SLRCS DP workshop in December also included reference to the Sphere multi-sectoral assessment tool.

An important achievement, following a meeting of the UN Donor Forum facilitated jointly by the Federation and the UN Resident Coordinator's office, was an agreement to set up a small working group to specifically develop early warning criteria and indicators which could be tracked by all humanitarian agencies and thus reduce time spent on many different and parallel assessments.

*Constraints:* See objective 1. In addition, the UN Donor Forum's representative had not convened the proposed working group by the end of the year.

***Objective 3*** To renovate and expand the number of existing warehouses.

*Achievements:* Federation DP programme funds were made available to equip three disaster prone districts each with a large tent (capable of accommodating 50 persons ), sets of cooking pots and utensils for 150 families, a large water tank, emergency flash lights and one small generator as non-food preparedness stocks on hand for any quick onset disasters. These were stored in the SLRCS national warehouse close to Colombo.

The Spanish Red Cross/ECHO supported DP programme will equip the selected eight district branches with personal protective items for all DP volunteers (raincoats with emblems, boots, first-aid kits etc.), as well as shovels, crowbars and other tools, and tents and non-food relief items as preparedness stocks for 250 families in each of the district warehouses. This programme also included the costs for upgrading the warehouses in the eight flood-affected districts. Planning for these activities began in November and December.

*Constraints:* See objective no 1.

***Objective 4*** To expand the national society's ambulance services. No funding was received for this programme. However, SLRCS nonetheless managed to transport serious medical cases and patients from the conflict affected areas to Colombo.

### ***Humanitarian Values***

Although the SLRCS did not receive any funding support for this programme, the work of the society's information officer at headquarters, together with that of branch level information and dissemination officers, contributed to the high visibility of the Red Cross Society and increased public understanding of the Fundamental Principles.

The Appeal objectives below were therefore met to some extent through non-funded but vitally important activities carried out by SLRCS in the following ways:

***Objective 1*** To develop a communications strategy and produce a regular flow of materials for the public and the authorities on SLRCS's mandate and activities.

*Achievements:* On World Red Cross/Red Crescent Day, a national painting competition, organized by the national secretariat, was promoted with free publicity from Lake House, the state-run media institute. An advertisement appeared in key daily newspapers for three consecutive days, in three national languages, inviting participants from around the island to submit drawings and posters on the topics defined by the SLRCS. Topics included the founder of the Movement, the Fundamental Principles and the emblem and its significance. Some 200 paintings and posters were received from 24 Red Cross branches. Six winners were selected and prizes were distributed at a national awards ceremony and exhibition on 14 July.

To commemorate Henry Dunant's birthday, a full page advertisement was published in three national newspapers in three languages on 8 May 2001. A tour was organized for personnel from ten different media institutions to visit a Red Cross branch to raise awareness of Red Cross volunteers' activities. This was followed by six interesting news items, features, and photo captions in both the Sinhala and English language media. The visit to the Matale Red Cross branch brought widespread coverage of volunteer activities in general.

The SLRCS information officer held media briefings and press conferences for personnel from both the print and electronic media in all three languages on the society's drought relief programmes, and took these opportunities to foster understanding of the Red Cross mandate and the Fundamental Principles. Some 30 journalists from the major electronic and print media attended the last press conference in September, and the information officer strengthened links with the media by organizing two additional visits to see branch volunteers in action during relief distributions.

The information officer visited the Federation's South Asia delegation in Delhi for two weeks in November for further training in the production of public relations materials, communications strategies, and to gain a clearer understanding of the components of advocacy as outlined in the Federation's new Advocacy Policy. During her visit to India, she exchanged work experiences with her counterpart at the Indian Red Cross Society, and saw strategic communications activities being carried out at Orissa State branch.

*Constraints:* Lack of funding was the major constraint in this programme.

**Objective 2** To increase awareness in the Social Services Ministry and among other relevant government authorities of SLRCS's activities and the Movement's Fundamental Principles.

*Achievements:* Due to the lack of funding for this programme, and instability in the political environment before the general election on 5 December, orientation workshops scheduled with the relevant Ministries were postponed until early 2002.

*Constraints:* The political uncertainty in 2001 made this objective difficult to implement. Nevertheless, several discussions took place between SLRCS, key Ministries, and the Federation during which information was exchanged regularly.

**Objective 3** To improve the knowledge of staff and volunteers of the Fundamental Principles and humanitarian values through a more regular internal communications flow.

*Achievements:* The planned national level induction course and orientation on the Fundamental Principles of the 25 branch information and dissemination officers could not take place owing to a lack of funding for this programme. Despite this, in the provisions of its new Constitution adopted in October 2001, the society included the position of a paid branch executive officer in every branch. This will increase capacity at branch level to conduct orientation and induction sessions of new members.

The continuous development of the society's newsletter received high priority as an important vehicle for documenting and sharing among the membership the programmes and activities which illustrated the Fundamental Principles in practice.

*Constraints:* A lack of funding meant that this objective was not quite achieved. However, as the ICRC lent its support for the training of branch level dissemination and information officers, local volunteers and members continued to participate in orientation activities during the year.

## ***Health and Care***

**Objective 1** To strengthen the society's overall health management capacity.

*Achievements:* During the first six months of the year, the SLRCS was actively engaged in planning for a community based health and care programme with the Canadian Red Cross through the Federation, and an agreement was reached to support an initial pilot programme in one district, and to strengthen health management capacity at national headquarters level. This programme helped the national society to train community based health workers, and to support effective public health education and disease prevention programmes.

Many branches continued to conduct first-aid training, and free dental clinics, health education programmes, pre-school primary health care, counselling for mothers and families, ambulance services, and general medical clinics were held in existing primary health care centres. However, there was also a clear need to consolidate these diverse activities into a more coherent approach to national and district level health programming.

The Federation's regional health delegate visited the SLRCS in May to:

- help the society develop criteria for establishing a health management structure;
- undertake an inventory of the society's existing profile of health programmes;
- visit some health programme activities to gain a first hand understanding of existing priorities;
- discuss the linkages between the SLRCS health programme and those of the other national societies in the region.

The regional health delegate also assisted the SLRCS in drawing up the criteria for selection of the district to pilot the community health programme. The criteria included the need for information on clearly identifiable health needs, an existing and well-functioning primary health care and mother and child health centre (based on one of five such centres funded by the Norwegian and Japanese Red Cross Societies in the early 1990s), referral facilities to other health infrastructures in the vicinity, a branch structure with an established volunteer base and a proven capacity to manage and report on a programme, and the likelihood of being able to appoint a local well-qualified district branch health officer.

In July the SLRCS initiated the pilot health programme supported by the Canadian Red Cross by appointing an experienced national director and a coordinator of community health. Since their appointments both these staff members immediately contributed to strengthening the SLRCS's overall health management capacity, and they were brought into the South Asia regional health programme when they participated in the Regional Health Forum for all six national societies' health managers convened by the Federation's regional health delegate in Sri Lanka in July.

The director and health coordinator mapped out the diverse existing health related activities conducted by many branches across the country, in order to better coordinate, support, monitor, and evaluate the various activities carried out at district levels.

The health unit at the national headquarters had already established a strong link with the government health structure, and developed a strong working relationship with the national and provincial level health directors to avoid duplication of activities and maximise the potential impact of SLRCS's health programme. Key officials in government health departments pledged their full support and cooperation.

The national director and the community health coordinator visited selected branches to identify the most suitable one in which to establish the pilot health programme supported by the Canadian Red Cross. Kurunegala district was chosen for the first 12-month pilot in consultation with the Canadian Red Cross representative who visited Sri Lanka in November to monitor progress on the programme.

Activities were under way in December to recruit and train the district community health officer for Kurunegala, and a fully equipped and refurbished health training centre was established at the national headquarters.

The new director and the national community health coordinator also planned activities to help branches across the country learn from the important preventive and curative community based health programmes in the conflict-affected areas of the country. The health unit explored how to best utilise this learning experience.

*Constraints:* Difficulties in accessing the Canadian Red Cross funds for the programme meant that several activities were delayed by up to two months, but the appointments of the director and national health coordinator in August enabled the programme to remain for the most part on schedule.

In addition, by developing a more consolidated approach to the society's health programming, discussions were held among the SLRCS senior management team to restructure existing divisions.

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

*Achievements:* The first-aid training programme of the SLRCS continued to be widely appreciated. Between January and December 2001, 1216 male and 1360 female employees of external agencies such as NGOs, government institutions, and private firms were trained. In addition 168 individuals were also trained. At the national level the society continued its income generation through training courses for external participants from the corporate and other sectors, and 729,550 Sri Lankan Rupees (Sfr 13,028) were raised by this programme during the first six months. This model of "cost recovery" and local resource mobilization was shared among all branches in the SLRCS's "Local Resource Mobilization" workshop held in November.

In order to learn from existing experiences and increase the participation of vulnerable communities in planning their own health management and referral systems, the pilot community health programme undertook several activities at national and district levels.

As blood donation was one of the activities carried out by many branches, the national health unit developed plans to increase the quality of blood-related programmes in the national society. The director and health coordinator distributed a questionnaire to all branches to assess the data on existing blood donation activities, and developed a safe blood donor recruitment plan.

In order to strengthen the partnership with the government in the field of safe blood, the SLRCS accessed regional Federation funding support to enable the community health coordinator and the director of the government's health department blood transfusion services to attend an international symposium on blood programmes in Thailand in November. After the symposium a draft donor recruitment plan was drawn up, and a resource development programme for blood donor recruitment activities was established.

Some branches conducted preventive health education activities using their own resources, in particular to advise local communities about the threat of dengue fever.

*Constraints:* Late access to the Canadian Red Cross health programme funds delayed some aspects of the implementation of these programmes.

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

*Achievements:* This objective was also part of the Canadian supported community health programme. The activities covered under this objective are mentioned in Objective 2 above.

*Constraints:* Same as in Objective 2 above.

**Objective 4** To develop an HIV/AIDS awareness programme.

*Achievements:* The inventory of health programmes carried out by SLRCS showed that HIV/AIDS awareness raising activities was a core component of its community health programme. SLRCS participated as an observer in the Asia Regional Task Force (ART) meeting in Bangkok in April 2001.

The director of community health was nominated to attend the Federation's Asia Pacific international conference on HIV/AIDS in October. The South Asia national societies held a subregional meeting at the end of the conference and agreed on a programme of action to scale up the society's work on HIV/AIDS awareness.

The commitments made by SLRCS at the international conference included action on:

- promoting awareness of the rights of people living with HIV/AIDS (PLWHAs);
- integrating HIV/AIDS sensitisation training into the Canadian supported health programme's activities at community level;
- exploring an SLRCS advocacy strategy to help the government and other NGOs adopt appropriate new legislation in relation to PLWHAs;
- promoting HIV/AIDS prevention and control activities, including the setting up of a SLRCS telephone hotline and counselling service;
- organizing public education programmes through street dramas, poster competitions, exhibitions, and puppet shows.

The national community health coordinator attended another international conference on HIV/AIDS in Thailand in December.

*Constraints:* Although this programme received no funding in the Appeal for 2001-2002, financial support came from Federation regional health sources to enable the SLRCS to learn from the experience of other national societies in health and care in community programmes. In 2002 the regional health delegate arranged for the transfer of funds to support the development of this objective.

### ***Organizational Development***

**Objective 1** To review and revise the society's constitution and to brief members, governance and management on its provisions.

*Achievements:* The society worked intensively between January and October 2001 to revise its constitution. The Federation and ICRC delegations jointly facilitated a three-day workshop in March for a special Constitution Revision Committee, appointed by the board of governors, and a new draft constitution was drawn up which met all the minimum standards of the Federation's "Guidance for National Society Statutes" guidelines. Subsequent orientation and consultations were held to incorporate the views of a wide range of stakeholders, such as key personnel from all 25 branches, members of boards of governors and all branch delegates eligible to attend the annual general meeting during which the draft constitution was to be voted on. A workshop was held for all staff to appraise them of the key changes in the draft.

In June SLRCS also hosted a regional constitution review workshop for senior staff from all six national societies in the region, to share experiences of best practices when changing constitutions and to discuss the separation of governance and management.

The Federation's President visited in February to further strengthen the relationship between SLRCS and the government, and the Minister for Social Services reassured the President that, if the SLRCS agreed on a new constitution the government would facilitate a Red Cross Incorporation Act in parliament which would finally protect the society from outside interference.

With additional funding and technical support from both the Federation and ICRC the society completed an extensive and participatory series of internal consultation meetings to ensure that the new draft constitution and its accompanying rules and procedures were both acceptable to, and understood by, all members of branch committees and members, and delegates at the society's General Assembly and Annual General Meeting on 28 October 2001. The General Assembly finally adopted the new Constitution unanimously.

In Geneva the Joint Federation and ICRC Commission on National Society Statutes gave its approval for the new Constitution. In December the SLRCS board of governors met at a two-day meeting, also facilitated by the Federation and ICRC to finally clarify the roles and responsibilities of governance and management. The roles of the president, national secretary, the finance commission, the central governing board, and the director general were clearly defined.

Branches began membership drives at all levels after the new Constitution was adopted in October, and in December the board of governors decided to put in place a monitoring mechanism to ensure that all new (and existing) members received adequate orientation and induction on the principles and values of the Red Cross/Red Crescent Movement, and the constitutional provisions of the national society.

In addition and as a separate exercise two members of the new central governing board attended the Federation's pilot Leadership Development programme held for 10 days in Geneva. SLRCS was one of a small number of national societies globally who showed interest in nominating participants as part of its capacity building in governance. The new pilot course, jointly facilitated by the Federation and ICRC, provided orientation to members of national society boards of governance so that they could help their societies to gain an understanding of the Movement's core and changing areas of work.

*Constraints:* Many programme development activities were postponed until this fundamental process had been completed.

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

*Achievements:* Two meetings were held on human resource development (HRD) during the first six months of the year for all directors and national coordinators to introduce key HRD concepts and the importance of a competency-based approach to job analysis, recruitment and professional appraisal and development systems. A further orientation meeting was also held for the key youth wing leaders and representatives in the national society.

In December a workshop was held for the entire board of governors to assist the society in redefining a comprehensive HRD policy. Five participants (three from governance and two from senior management level) who participated in the South Asia regional HRD workshop in Nepal in early December shared the experiences gained from other regional HRD activities and made recommendations to the board for the adoption of a new HRD Policy for SLRCS staff and volunteers.

The national training coordinator resigned from his post in August, and was replaced by a more senior assistant director (HRD) to combine overall training and HRD work in the society. The new assistant director (HRD), who had experience in the corporate sector, was appointed in November.

Another key recommendation to the board of governors by the five members who attended the regional HRD workshop was that the SLRCS adopt a national volunteering and gender policy in keeping with the Federation's policies on the subject, which were approved by the General Assembly in 1999.

*Constraints:* There was a need for the society's governance to improve its knowledge of the new HRD manual and to develop and implement a manual adapted to the SLRCS.

**Objective 3** To increase the recruitment, training and retention of volunteers and members.

*Achievements:* The SLRCS branch development committee met in November to review the strengths and weaknesses of its work, its mandate, and of the roles of the pilot branch development officers. It was agreed that the overall focus of branch development should be on the recruitment of new members and volunteers, and the use and retention of existing volunteers to strengthen branch capacity to deliver effective programmes.

The selection criteria for the appointment of the six new branch development officers funded by this programme included experience in volunteer mobilization and project implementation, and basic accounting and communications skills. Branches in disaster prone districts were prioritised as locations for the new posts.

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

*Achievements:* The branch development officers undertook a self-evaluation and learning exercise on ways in which their roles could help to strengthen the overall national headquarters and branch coordination within the society.

SLRCS also hosted a structured learning tour by the Afghan Red Crescent Society to share learning on branch development, membership and resource mobilization programmes, as well as the experiences gained in revising the society's constitution. This was a good example of SLRCS being seen as a society which could share its positive results in institutional growth.

*Constraints:* No activities were supported under this objective in the last six months of reporting period due to a lack of funds.

### ***Finance Development Project***

**Objective 1** To expand the computerised accounting system at headquarters and in selected branches.

*Achievements:* The SLRCS finance development programme continued to have an impact on the society. The programme supported the salaries of the internal auditor, accountant, and book keeper. The fixed assets register was updated and verified by external auditors.

New purchases were fully computerised, using a system developed by the accountant on this Federation-supported programme. This exercise was completed with the internal audit department and plans were formulated for internal audit personnel to travel to branches to verify accounts. The book keeper computerised the society's accounts under an accounts coding system to improve the financial tracking of expenditures.

The SLRCS finance director attended the first ever meeting of finance directors of all South Asian national societies held in Nepal in November 2001. The agenda of the three day-meeting included sharing information and ideas on financial management systems in each of the national societies; understanding and deciding on a path towards financial development; and developing a common approach to introducing computer-based accounting systems.

The discussions and knowledge sharing enabled the SLRCS finance director to develop a clear plan of action for approval of the system proposed for Sri Lanka. The discussions on improvements required in the finance planning and management systems in SLRCS took place in a very open and constructive manner, and included roundtable participation by the local Federation and ICRC delegations and the Spanish Red Cross bilateral delegate. Six branches received computers in 2001, supported by the Federation's global Capacity Building Fund.

*Constraints:* Due to time constraints the visit of the Federation's regional finance development manager to SLRCS did not take place as planned.

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

*Achievements:* The SLRCS progressed on its work plan to improve financial procedures. The Finance Procedures Manual was redrafted by the finance committee to accommodate the new roles and responsibilities of governance and management as set out in the new Constitution.

*Constraints:* In 2001 the funds to support the SLRCS finance development programme were taken from the organizational development budget. There was a clear need to mobilize further support for the FD programme.

***Objective 3*** To further develop the internal audit function.

*Achievements:* Work on drafting the Internal Audit Manual began.

At the meeting of all the regional national societies' finance directors held in Nepal in November 2001 the SLRCS model whereby an internal audit department reported directly to the chairman of the national society was considered to be the most effective model for the South Asia region.

*Constraints:* As stated above, lack of human resources during the reporting period was a constraint.

### ***Finance Resource Development Project***

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

*Achievements:* A national "Local Resource Mobilization" workshop was held in November. The four-day training allowed 27 participants from branches and six from headquarters to share existing good practices in resource mobilization from private and corporate donor sources. The four external trainers from a resource agency called the "South Asia Fund raising Group (SAFRG)" based in Delhi also updated participants' skills in a wide variety of fund raising activities.

The participants mapped all existing sources of local and sustainable income, such as the rent from the Norwegian Red Cross buildings. Participants also agreed that the society needed to develop a national fund-raising policy covering issues such as fund-raising at branch and headquarters levels, the development of national donor bases, external communications strategies, and ethical fund-raising. The absence of such a policy was confusing.

A request was made to the Federation's global Capacity Building Fund for two years' funding to enable the SLRCS to appoint a national director and assistant director for fund-raising and communications.

In November branch development officers attended a national training workshop designed to improve plans and capacities for resource mobilization. As a result some branches adopted plans to establish local fund-raising committees, to encourage membership and support from the corporate sector, and to increase media coverage of branch activities.

Prior to the workshop a preparatory "learning" meeting was held with the society's branch development and millennium fund-raising committee members. The meeting focused on the links between branch development and fund-raising. At the workshop the job descriptions for branch development officers were revised, to make fund-raising an important part of their roles.

A case study of the society's experience in first-aid resource mobilization was presented at the "Local Resource Mobilization" workshop. Many branches made plans to increase their incomes from Red Cross services to external NGOs and companies. Between January and December SLRCS had raised rupees 729,550 from commercial first-aid training activities.

At a meeting of the SLRCS directors' team in December, and after a proposal made to the board of governors in December, it was agreed that the senior management team should include a national fund-raising and communications director.

*Constraints:* In the past, neither staff nor volunteers saw resource mobilization as a vital part of sustainable branch development. Funding constraints were also a problem.

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

*Achievements:* A fund-raising manual was prepared for SLRCS by the South Asia fund-raising group and distributed to all participating branches.

*Constraints:* Not all branches were able to attend the "Local Resource Mobilization" training programme.

The absence of a national fund-raising policy and strategy created confusion in the society about who could approach which donors, where income and expenditure should be credited and consolidated, and what contributions from branch fund-raising should be sent to headquarters.

***Objective 3*** To develop awareness among international and national donors of SLRCS's work and programmes.

*Achievements:* SLRCS briefed key donors such as the Norwegian and Canadian Red Cross Societies on its work, and undertook missions to other societies such as the Iranian Red Crescent and the Spanish and British Red Cross Societies to update them on current and future priorities. These discussions led to some new partnerships in relief activities and on a considerable scale in development activities (such as with the Spanish Red Cross, and bilateral branch development programmes).

*Constraints:* The need for an overall communications strategy was apparent.

### ***Information Development Project***

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

*Achievements:* In April the SLRCS information officer participated in a 14-day training session that focused on developing a comprehensive understanding of the mandates of the Movement and of International Humanitarian Law (facilitated by ICRC), and on the development of skills in the areas of writing news releases and feature articles, newsletters and organizing press events. As a result, the information officer achieved excellent coverage on Red Cross activities in key Sri Lankan media.

In November the SLRCS information officer went on a learning exposure visit to the Federation's regional information unit in Delhi for 14 days. The objectives of the visit were to provide the information officer with hands-on practical training on various aspects of communications and external relations; to share information with other counterparts in the Federation, ICRC regional delegation, and Indian Red Cross; to initiate and expand links with the local and international media based regionally in Delhi but covering Sri Lanka; and to increase an understanding of advocacy techniques.

*Constraints:* The funding for the information development programme was cut back during 2001. This hampered the delivery of some aspects of the programme (e.g. more regular monthly newsletters, the planned training for the branch information and dissemination officers etc.). The information officer nevertheless completed the majority of the activities planned in a timely and effective manner.

**Objective 2** To develop and implement a strategic communications plan for the society, including long term relationship building with media.

*Achievements:* The SLRCS information officer drew up a long-term communications strategy and plan of action for the national society. This included training on how to make advocacy an important part of the national society's work and how to implement effective advocacy campaigns in terms of the Federation's global priorities.

The SLRCS information unit undertook a variety of activities to gain wide media coverage for the activities and events of the Red Cross through press releases, a media tour, production of a bimonthly newsletter, drafting the Annual Report, and building cooperation and coordination with regional information officers. This led to an improved public profile of the SLRCS.

During the visit of the Federation President's visit in February, the SLRCS information officer worked together with various media to make this event a point of public interest. Nine different media reported on the visit. The national state-run electronic media announced the arrival of the President over the main English news telecast, while the Independent Television Network and the Sri Lanka Broadcasting Corporation carried an account of the visit and a personal interview with the Federation's president.

The international launch of the *World Disasters Report 2001* was covered through the local media. Five different media sources in Sinhala and English reported on the launch and the significance of the WDR. The national launch organized by the SLRCS was held on 13 July.

A network of branch information and dissemination officers joined forces to produce an eight page newsletter, designed to motivate Red Cross members and volunteers, and to inform international/national media and NGOs, foreign diplomatic missions and donors on new developments the society. This provided an opportunity for the SLRCS to increase awareness of its work.

*Constraints:* Time constraints over the year did not allow the information officer to develop an overall communications strategy with branches and headquarters.

***Objective 3*** To improve information management between headquarters and the branches as an integrated part of wider branch development programmes.

*Achievements:* During the visit to the regional information unit, the SLRCS information officer was trained in the use of the Federation's new "Communications Guide" for information and communications officers.

*Constraints:* There was a shortage of funds to conduct branch/headquarters training.

### ***Youth Wing Development Project***

***Objective 1*** To create a coordination mechanism for the youth wings of the society at all levels.

*Achievements:* Following several youth camps to train young Red Cross members in disaster preparedness, first aid, leadership skills, and team building, a National Youth Steering Committee was established.

In addition, the post of national youth officer was filled. The youth officer will assist with planning and implementing youth activities at national, district, and divisional levels, support branches in implementing the society's youth plans and conduct and develop training programmes to motivate young people to take up Red Cross activities.

A plan of action was drawn up during a two-day national workshop for youth leaders. The plan included the recruitment of a national youth coordinator, the appointment of a national youth subcommittee to prepare a draft youth policy (in line with the Federation's youth policy) and the recruitment of district and divisional youth coordinators.

*Constraints:* There was a lack of funding for the Youth Wing programme.

***Objective 2*** To recruit, orient and integrate youth wing members so that they play effective roles in all programme activities and in governance.

*Achievements:* A leaflet was drafted to help recruit new youth members.

*Constraints:* The same as Objective 1.

### ***Coordination and Management***

The budget for the Sri Lanka delegation's costs and regional cooperation programmes to assist SLRCS are under "Regional core costs/ Regional Coordination and Management in the Appeal for South Asia (01.33/2001). The objectives in that Appeal are:

***Objective 1*** To act as the focal point of national societies in the region and to help build sustainable processes of mutual capacity building and common programming.

With the planning that took place with sister societies during the year, the new strategic partnerships emerging in the areas of disaster preparedness and health will help the society to reposition itself with other actors in the country as a provider of key, and in some cases, unique services. The delegation also ensured that SLRCS benefited fully by participation in regional knowledge sharing and training workshops between all national societies in the region to help build each others' capacities in the *Strategy 2010* four core programme areas.

The SLRCS also participated in all regional Federation events and prioritised the sharing of information with sister national societies in South Asia. The exposure visits to Nepal and Bangladesh societies on finance development and disaster preparedness, together with the participation in regional workshops on DP (in India), HRD (in Nepal), and health/HIV (in subregional task forces and forums in Thailand and Sri Lanka), encouraged the society to learn from other national societies and to actively share with others in programmes in which they have experience.

***Objective 2:*** To represent the Federation and build good relations with national authorities, international and national organizations, donor governments, international and national media, and the ICRC.

*(i) Building relations with sister national societies*

The Spanish Red Cross successfully negotiated a Sfr 592,440 contribution from ECHO to support the society's DP programme in 2001 and 2002. A Spanish Red Cross delegate arrived in Sri Lanka in November to help facilitate the programme.

The SLRCS also hosted visits from representatives from the Canadian and Norwegian Red Cross Societies in the last six months of the year. A six member delegation from the SLRCS also visited the Iranian Red Crescent to further develop the friendly relations that were built up in the past.

*(ii) Building relations with the government*

Both the new health and disaster preparedness programmes contained important objectives to increase the national society's position and long-term relationship with the government. In the case of the health programme, a key objective was the signing of a set of agreements with the Ministry of Health to recognize a specific set of mandates for services which the society can offer as an independent auxiliary. Similarly in the DP programme, considerable emphasis was given to increasing effective networking with local and national governmental and non-governmental actors to improve the disaster preparedness capacities of vulnerable and affected communities.

The Minister for Social Services reiterated support to the Federation's president for a Red Cross Incorporation Act in Parliament as the beginning of a strong legal and protective base, once the society's new constitution was adopted. He was also willing to facilitate a more strategic relationship between the society and the government, and a new approach to a memorandum of understanding between the society, government and the Federation was proposed and agreed upon.

*(iii) Coordination with external agencies, the UN, and diplomatic and aid missions during the Drought Relief programme.*

During the Drought Relief operation from August onwards the Federation's Sri Lanka delegation, with SLRCS involvement, convened a regular inter-agency meeting to share information and plan joint inter-agency strategies to address sectoral issues such as response to food, water, health and nutrition programmes. The meetings were welcomed and all these issues clearly received more coordinated attention.

The Federation's delegation and SLRCS exchanged information with WHO, UNICEF, and INGOs such as SCF (UK), Oxfam and World Vision. This included information on assessing morbidity trends, possible health promotion campaigns, supplementary nutrition programmes for pregnant and lactating mothers and children under five years old, and other water and sanitation and hygiene related issues. The Red Cross made it clear that it would focus on provision of food relief supplies.

The SLRCS continued to build strategic relationships with influential media, as noted in the information development programme section of this report. The Federation's delegation kept the UN and other external humanitarian institutions, as well as foreign diplomatic and aid missions, updated on the society's programmes, and distributed the Asia Pacific *FOCUS* magazine to this audience to

emphasize the profile that the society has acquired for work in which it has achieved clear impact. SLRCS has had one article in the *FOCUS* magazine in each of the three last issues to increase understanding of its activities.

The Federation was asked to make a presentation on the drought at the UN's Donor Forum meeting on 1 November, which was a key opportunity to link the operations of all agencies to longer term advocacy messages on disaster preparedness and drought mitigation strategies. Meetings also continued separately between the Federation and UN agencies such as WFP, as well as with the Government Secretary at the Ministry of Social Services, to ensure sharing of all assessments and maximisation of resources.

*(iv) Coordination with the Federation and the ICRC on institutional strengthening and programme activities*

The SLRCS had a highly cooperative partnership with the Federation and ICRC delegations to achieve its successful constitutional revision and adoption process. Both the Federation and ICRC were invited to participate regularly in the society's Constitution Revision Committee, and to facilitate key workshops to enable the society to draft a new Constitution in keeping with the "Guidance for National Society Statutes".

Regular coordination meetings also took place between the SLRCS, the Federation and ICRC to explore more coordinated ways of programming, especially for the new disaster preparedness and community health programmes which required the society to restructure its internal divisions into units that managed these programmes across all conflict and non-conflict affected areas in a coordinated manner. The national society proposed a restructuring of its headquarters to accommodate these new realities.

The secretary general of SLRCS and the ICRC's cooperation delegate in Sri Lanka attended a three-day global Red Cross/Red Crescent Movement meeting in Bangkok to explore increased ways of harmonising Movement planning and operational delivery mechanisms. The experience of harmonised working and other challenges in Sri Lanka were shared with representatives from other parts of the Movement. This was an important opportunity to bring back learning to Sri Lanka to continue work on more effective trilateral agreements and monitoring mechanisms.

***Objective 3*** To ensure the implementation of Federation activities in the region, according to approved plans and budgets.

The Federation's regional delegates assisted the SLRCS in all technical areas (health, DP, DR, information, and finance development). The sharing of personnel between SLRCS and other national societies was also facilitated as part of the South Asia delegation's strategic role in the region.

When country Appeal funding for SLRCS programmes was insufficient, the delegation negotiated successfully for transfers of regional funds to the national society to enable it to implement its programmes.

***Conclusions***

The SLRCS stepped up its service delivery and improved the quality of its programmes as and where required, to a wider pool of beneficiaries.

The revision of the SLRCS's constitution, 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.

Efforts to improve DP/DR, health and human resource development also paid dividends. The investment in Sri Lanka over the last three years in training volunteers at branch level for disaster management gave the national society a base from which it could provide better relief programmes.

The partnership with DFID on DP (supported from the regional DP programme funds) focused mainly on training and recruiting young volunteers in branches.

The health programme was appropriate to needs in the region, but progress was seriously curtailed owing to the events in Pakistan/Afghanistan from September onwards and the resulting inability of the regional health delegate to offer more support. Nevertheless, the programme continued to focus on health capacity building within the national society with very valuable support from the Canadian Red Cross. Lessons learned last year encouraged the Federation and SLRCS to increase HIV/AIDS activities in the health programme, and to link it to the regional approach for 2002.

The organizational development/resource programme which started in 1999 thanks to support from the Japanese Red Cross Society contributed to significant improvements in the ability of the national society to measure its progress towards becoming a well functioning society, using common regional standards and benchmarks.

*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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**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES**

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.39/2001 Sri Lanka  
 Period: year 2001  
 Project(s): LK001, LK005, LK160  
 Currency: CHF

**I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES**

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	1,016,169				
less Cash brought forward	39,048				
<b>TOTAL ASSISTANCE SOUGHT</b>	<b>977,121</b>				
<i>Contributions from Donors</i>					
DFID - British Government (DFID)	30,000				30,000
Capacity Building Fund (DCBF)	53,539				53,539
<b>TOTAL</b>	<b>83,539</b>				<b>83,539</b>

**II - Balance of funds**

Opening balance	39,048
CASH INCOME Rcv'd	83,539
CASH EXPENDITURE	-61,388
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<b>CASH BALANCE</b>	<b>61,199</b>

**Appeal No & title: 01.39/2001 Sri Lanka**

Period: year 2001

Project(s): LK001, LK005, LK160

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	28,379					28,379
Clothing & Textiles		1,063			1,063	-1,063
Food/Seeds						
Water	49,991					49,991
Medical & First Aid						
Teaching materials	10,915					10,915
Utensils & Tools	13,100					13,100
Other relief supplies	17,464					17,464
<b>Sub-Total</b>	<b>119,849</b>	<b>1,063</b>			<b>1,063</b>	<b>118,786</b>
<u>CAPITAL EXPENSES</u>						
Land & Buildings	10,915					10,915
Vehicles	15,281					15,281
Computers & Telecom equip.	37,111	12,887			12,887	24,224
Medical equipment	4,366					4,366
Other capital expenditures	7,859	7,003			7,003	856
<b>Sub-Total</b>	<b>75,532</b>	<b>19,889</b>			<b>19,889</b>	<b>55,642</b>
<u>TRANSPORT &amp; STORAGE</u>						
	1,310	1,015			1,015	294
<b>Sub-Total</b>	<b>1,310</b>	<b>1,015</b>			<b>1,015</b>	<b>294</b>
<u>PERSONNEL</u>						
Personnel (delegates)	8,753					8,753
Personnel (local staff)	493,322	50,702			50,702	442,620
Training						
<b>Sub-Total</b>	<b>502,075</b>	<b>50,702</b>			<b>50,702</b>	<b>451,373</b>
<u>GENERAL &amp; ADMINISTRATION</u>						
Assessment/Monitoring/experts	6,986					6,986
Travel & related expenses	42,525	14,857			14,857	27,668
Information expenses	97,035	11,634			11,634	85,401
Administrative expenses	59,079	23,351			23,351	35,728
External workshops & Seminars		12,521			12,521	-12,521
<b>Sub-Total</b>	<b>205,625</b>	<b>62,362</b>			<b>62,362</b>	<b>143,263</b>
<u>PROGRAMME SUPPORT</u>						
Programme management	68,520	4,255			4,255	64,265
Technical services	20,511	1,274			1,274	19,237
Professional services	22,747	1,413			1,413	21,334
<b>Sub-Total</b>	<b>111,779</b>	<b>6,943</b>			<b>6,943</b>	<b>104,836</b>
Operational provisions		-80,586			-80,586	80,586
Transfers to National Societies						
<b>TOTAL BUDGET</b>	<b>1,016,169</b>	<b>61,388</b>			<b>61,388</b>	<b>954,781</b>

**Consumption rate:** Expenditures versus income 73%  
Expenditures versus budget 6%