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Sri Lanka Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAALK002
30 April 2014

**This report covers the
period 1 January to 31
December 2013**

*Community consultation facilitated in
Mathakiramam, Mannar, Sri Lanka.
Photo: SLRCS.*



Overview

IFRC has continued supporting institutional reforms initiated by SLRCS to reposition the organization and empower its branches. The Re-Engineering, initiated by the National Society three years ago, has moved into a strategic 'Beyond Re-Engineering' phase, described by SLRCS as 'The Way Forward'. The objective now is to focus on gaps to strengthen sustainability of Red Cross programming. A series of consultative meetings have been held to analyse capacities, weaknesses, opportunities and challenges faced by the National Society, and based on the outcomes of these reflections SLRCS drafted a new strategic plan which articulates SLRCS vision and priorities for 2014-2016. The draft will be presented for approval to the Central Governing Board in 2014.

A significant work was undertaken to refine SLRCS disaster preparedness and response framework. Contingency plans have been updated at national and sub-national levels. IFRC supported re-training of SLRCS national and branch disaster response teams. With generous support of the Hong Kong Branch of China Red Cross (HKRC), SLRCS replenished its contingency stocks.

The integrated programme for community safety and resilience (IPCR), which was launched in 2012, continued in 10 of the island's 25 districts. The programme supports a number of community-led initiatives addressing various risks posed by natural and human-made hazards, poor hygiene, inadequate water and sanitation facilities, malnutrition and diseases. To date, the programme has reached over 150,000 people. A midterm review has been initiated to gauge the relevance and effectiveness of the methodology adopted by the programme. Recommendations of the review will shape the future of the programme before expanding it to new communities in 2014. In the areas targeted by the programme, SLRCS established a number of new units and community mobilization efforts have been initiated too to expand the Red Cross base of members and volunteers.

Working in partnership

IFRC is grateful to all partners who have contributed to our programmes and projects in Sri Lanka: the Australian Red Cross, the Japanese Red Cross, Irish Red Cross, the New Zealand Red Cross, and the Hong Kong Branch of China Red Cross.

All programmes assisted by IFRC promote inclusive and participatory processes. With the launch of the IPCR, a number of consultative meetings have been held by SLRCS and IFRC with district, divisional secretariat and community level government officials and other stakeholders. IPCR involved divisional secretariat, representatives of Disaster Management Centre and community level government officials such as Grama Niladharis (GNs), agrarian service officers, midwives, Public Health Inspectors (PHI) teachers in carrying out resilience building and awareness raising interventions.

A new partnership was forged between SLRCS and the Ministry of Environment to advance work on Climate Change Adaptation. SLRCS was invited to participate in the development of the National Adaptation Plan as a member of the working group led by the ministry. Recommendations of the symposium on climate change, which was convened by SLRCS in June 2013, were discussed with the ministry and these discussions are expected to feed into the emerging plan. SLRCS partnered with university of Peradeniya and Department of Agriculture to tap into their technical expertise in climate change. School-based work is implemented in collaboration with the Education Ministry.

Noteworthy is a tripartite agreement signed by the SLRCS with the Foreign Employment Bureau and the Finance Company, under which SLRCS will be providing first aid trainings to international labour migrants. The partnership gives SLRCS a broader recognition and a space to expand its commercial first aid services.

Progress towards outcomes

Business line 2: “To grow Red Cross Red Crescent services for vulnerable people”

Outcome 1: Organizational disaster preparedness Enhanced SLRCS capacity to prepare for, respond to, and help communities recover from disasters and crisis.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Output 1.1: SLRCS has a sustainable, efficient, effective and nationally integrated operational framework (simple and clear standard operating procedures, protocols, systems, management processes, and response/contingency plans) that meet norms of disaster response best practice.			
The formal roles and responsibilities of SLRCS are defined within the national legal framework and the country disaster response plans of the government.	No mention of SLRCS in National DM act; Incomplete recognition of SLRCS role in the draft National Disaster Management Plan	2 (National Disaster Response Plan & Revised National DM Act)	2
An effective and efficient management and coordination mechanism established to ensure an integrated approach to disaster preparedness and response.	No formal coordination group	1	1

SOPs and disaster response/contingency plans are refined and tested at all levels of the SLRCS.	Since 2007, a number of tools had been developed: 1) Disaster Response framework 2) Floods contingency plan 3) NDRT/BDRT curriculum	3 (1 National level CP revision and 2 district level CPs development)	2 (1 National level CP and 1 district level CP)
At least 10% of disaster affected populations are reached by SLRCS in coordination with national authorities and other organizations.	Baseline relies on actual reported affected populations	10%	27% (150,000 people of 550,000 disaster affected population)
SLRCS complies with minimum standards in humanitarian response (SPHERE).	n/a	1 training event	1
Output 1.2: An integrated approach to resource management for implementation of multi-sectoral disaster relief and recovery actions.			
Disaster risk reduction aspects (including assessment of changing climate risks) incorporated into disaster preparedness, response and recovery planning and practice (VCA training, SLRCS DR framework, SLRCS national contingency plan & community VCA plans).	Done ad hoc; not systematic	1	1
A sustainable human resource management system of motivation, retention and development is set up by SLRCS to ensure the response teams remain active and committed between disasters.	High staff turn-over	3 training events for district and national disaster response teams	3
SLRCS response teams have a good mix of appropriate skills and competencies (in thematic areas relevant to SLRCS mandate and role), a gender balance and representation from different ethnic groups, cultures, and geographical areas.	No baseline	1 (Disaster response capacity mapping including BDRTs & DDRTs)	1
Number of active volunteers available for disaster response and recovery operation has increased by 50% from 2011 baselines.	750 (30 volunteers per each of 25 branches)	100	210
Contingency stock of emergency relief items pre-positioned at strategically identified locations sufficient to provide efficient and effective emergency relief to 12,000 disaster affected families.	Incomplete set of items (from 1,000 to 9,000)	12,000 families	3,000 families

Comments on progress towards outcomes

In a continued effort to meet the norms of disaster response best practice, SLRCS revised its Flood Contingency Plan through a consultative process facilitated with technical support of SARD. Considering the recurring nature of small-to-medium scale floods in Sri Lanka, the annual review of the plan is an important exercise. Branch simulation exercise was conducted in Gampaha branch to test the branch contingency plan (CP) and standard operating procedures (SOP). Monaragala branch was assisted to develop its branch contingency plan, which brings the total number of SLRCS branches with a CP to 12 (of total 25 branches). Plans for 2014 include institutionalizing a Disaster Response and Emergency Fund (DREF) mechanism with an emphasis on local resource mobilisation.

IFRC gave support to re-train SLRCS national and branch disaster response teams. In total, 210 staff and volunteers (members of district and national level response teams) were trained in various disciplines of Disaster Management. Two SLRCS members participated in a RDRT refresher training and RDRT training of trainers (ToT) in Nepal organised by SARD. One member attended RDRT logistics training in Kuala Lumpur. SLRCS currently has a pool of 400 BDRT, 200 DDRT, 47 NDRT and 23 RDRT members.

A National level training on SPHERE standards was conducted for 18 SLRCS staff members from various districts. SLRCS has undertaken an exercise to map its current disaster response capacities including human resources, mapping existing skills and competencies, a gender balance and representation from different geographical areas. Based on the analysis of the data, SLRCS developed a training calendar for 2014 prioritising support in thematic areas relevant to SLRCS mandate and role.

IFRC contributed towards the replenishment of SLRCS contingency stocks, the availability of which proved vital to respond to 2012 and 2013 heavy rains, which caused flooding, landslides, loss of lives and damages to property and livelihoods around the country. Between late December 2012 and early January 2013, over 550,000 people in 18 districts were affected. SLRCS provided emergency assistance to some 150,000 people in 13 districts. SLRCS current stocks are sufficient to assist 3,000 families. With support of the Hong Kong branch of Red Cross Society of China, procurement of emergency relief items for another 5,000 families (approximately 25,000 people) has been initiated; some of the items have already arrived; procurement of others will be completed in 2014. The items will be pre-positioned as a contingency stock at strategically identified locations in preparedness for future disasters.

SLRCS continued advocacy to strengthen the recognition of its role in the country's legal framework. Some progress has been achieved. The latest drafts of the revised National Disaster Management Plan and the Disaster Management Act feature more prominently SLRCS and its role. Work however has to continue.

Business line 3: "To strengthen the specific Red Cross Red Crescent contribution to development"

Outcome 1: Strengthening community safety and resilience: Enhanced SLRCS capacity to implement community-based approaches that increase the safety and resilience of vulnerable communities to the risks posed by natural and human-made hazards, poor hygiene, inadequate water and sanitation facilities, food insecurity, and diseases.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Output 1.1: The most vulnerable communities in high risk areas have enhanced their capacities to adapt to and cope with changing patterns of risks posed by climate change, extreme weather events and diseases as well as wider socio-economic changes.			
SLRCS has developed a thorough understanding of the context in which it works, and has accurately identified the geographic areas where the risk to disaster is the highest, and where the most vulnerable communities or groups can	n/a	50 communities	50

be found.			
SLRCS has efficient and effective procedures, guidelines, systems, management processes and tools in place and operational to achieve a quality impact in integrated community-based programmes.	n/a	4 (CBDRM curriculum; Integrated selection criteria; VCA training curriculum; Baseline survey reviewed and refined)	4
Climate change adaptation is incorporated into SLRCS disaster risk reduction processes (assessment, planning and implementation including SLRCS information, education and communication projects and materials). 1) Baseline survey 2) VCA checklist 3) Community safety and resilience plans	n/a	3	3
SLRCS has sufficient human resources to provide technical support and manage integrated community-based programmes.	n/a	50	50
As part of a wider coordinated effort, SLRCS intends to support safety and resilience in up to 100 at-risk communities in the country during the next four years.	0	50	50
Output 1.2: Targeted projects designed and implemented for high-risk groups to prevent the spread of HIV/AIDS and Sexually Transmitted Infections (STIs).			
At least 75,000 people reached through information, education and communication (IEC) work targeting high risk groups (youth, migrant workers and their spouses, textile workers, prisoners, female and male sex workers and their customers, drug users, tea estate population).	75,000	10,000	2,767
At least 50,000 people seek a voluntary counselling and testing as a result of SLRCS work (advocacy, training, and referral).	50,000	0	0
At least 75 people living with HIV provided with livelihood and food support.	75	0	0
In partnership with UN and other agencies, SLRCS designs and implements support projects for women exposed to violence (targeting at least 30,000 women).	30,000	0	0

Comments on progress towards outcomes

The integrated programme for community safety and resilience (IPCR), which was launched in 2012 continued in 10 of the island's 25 districts. The programme supports a number of community-led initiatives addressing various risks posed by natural and human-made hazards. Examples of these initiatives include construction of wells, water reservoirs, latrines, irrigation systems, primary health care centres and evacuation routes. To date, the programme assisted in total 47 initiatives reaching over 150,000 people.

A number of communities targeted by the programme were aided to improve agricultural practices to better face adverse impacts of changing climate. Lessons learned from the community-based CCA work were shared by SLRCS at a national symposium on Good Practices for Climate Change Adaptation organized by SLRCS in coordination with Ministry of Environment and Ministry of Disaster Management. The two day event brought together actors from different sectors involved in CCA including government officials, academics, international and local NGOs. The symposium provided a platform to share experiences on CCA practices in agriculture, irrigation and water management. It developed recommendations for a wider replication of good practices. Recommendations from the symposium were presented to the Ministry of Environment and Renewable Energy and experts of the National Adaptation Committee. These recommendations will feed into the emerging National Climate Adaptation Plan, which is being developed. SLRCS has been invited to join the working group led by the Ministry. While stepping up its advocacy efforts on climate change, SLRCS continued its island wide CCA awareness and tree planting campaign which involved 1,250 students from 125 schools in all 25 districts.

Another 50 schools were sponsored to develop and implement school safety plans, which included the renovation of school buildings, construction of boundary walls and fences, repair of latrines, water points and electricity systems, improvement of waste management, and drainage systems. In all schools SLRCS established first aid units and trained school disaster safety teams.

Through the programme a training of SLRCS volunteers in search and rescue, early warning dissemination, evacuation, community leadership and advocacy was organised. These trainings are vital as volunteers are first responders to support their communities during emergencies. More than 500 volunteers were trained. They are encouraged to play a vital role in advocating on the needs of their communities to various stakeholders. The training was followed by mock drills in six of 11 floods prone communities. The community level initiative was complemented by a national level exercise on Tsunami preparedness. The drills engaged 14 districts and were organized in partnership with the Disaster Management Centre and Meteorological Department of Sri Lanka.

The programme assisted initiatives to reduce vulnerability to the most prevalent diseases. Some 11,000 people attended an SLRCS-organized training on Non-Communicable Diseases (NCDs). Alcohol and tobacco prevention programmes were implemented in 22 communities targeting youth groups most at risk of tobacco and alcohol abuse. 913 young people attended Red Cross education sessions. Those trained will be equipped to roll out peer education and mobilization programmes in their communities. Some 500 volunteers from 20 communities were trained in epidemic control. The trained volunteers were linked with local Public Health Inspectors and will be mobilized during epidemic emergencies. First aid training was provided to 1,515 volunteers from 25 communities. These volunteers are grouped into first aid response teams. A total of 1,400 volunteers were mobilised to implement dengue prevention campaigns (44 campaigns conducted in total in 2013). These volunteers were able to identify 53 mosquito breeding places and conduct cleaning campaigns and follow-up monitoring visits accompanied by public health inspectors. 2,767 young people were engaged in educational programmes on HIV/AIDS. On the World AIDS day, SLRCS, in partnership with prison authorities, facilitated an education programme on STD for more than 300 prison inmates followed by a medical screening camp.

The prevalence of malnutrition is relatively high in Sri Lanka. To reduce malnutrition levels, the programme assisted low income families with children under five and pregnant/lactating women by providing information on high protein micro-nutrient rich crops and material support to start home gardens. In 2013, 882 home gardens were established in 20 communities. Seeds were selected with consideration of their natural adaptability to climatic conditions. Healthy food practices were promoted in schools too. In 2013, the programme provided assistance for home gardening in three schools.

In an effort to document good practices and lessons learned, SLRCS mobilized students from Colombo and Sri Jayawardenapura universities. Students will be conducting a research on various themes of the programme and presenting their findings. A documentary video capturing various aspects of the programme has also been initiated. Interviews have been recorded with beneficiaries and other stakeholders. It is planned to launch the video in 2014.

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

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Output 2.1: SLRCS has established well-functioning grass roots level structures to ensure sustainable service delivery to the most vulnerable.			
Red Cross grassroots level structures established in 50 high risk communities (prioritized through VCA building on community resilience work of SLRCS).	0	50	49
Output 2.2: Clarity and compliance on constitutional roles and responsibilities of governance and management at all levels of the National Society.			
SLRCS has reviewed its constitution to achieve clarity on the roles and responsibilities.	1	1	0
Understanding of constitutional roles and responsibilities enhanced at all levels of the National Society.	N/A	At least 75 workshops for branches	161
Full compliance to constitutional requirements and regulations/guidelines on the separation of roles and responsibilities of governance and management.	N/A	Availability of meeting minutes, monthly progress review meetings, zero governance offences, compliance with branch chairman guide, involvement of other committee members in decision making	All 25 branches have sent their reports to verify compliance with the parameters set by WF-BRE process.
SLRCS Governing Board meets the 'Characteristics of a Well-Functioning Governing Board' as set out in the National Society Governance Guidelines.	-	100% compliance	75%
Output 2.3: Improved strategic and programme planning, monitoring, evaluation and reporting capacity of SLRCS.			
SLRCS has reviewed and updated its long-term strategic plan (beyond 2013) identifying strategic issues and developing a road-map to achieve the mission and vision of SLRCS.	0	1	1
SLRCS has developed capacity to collect and analyse data	N/A	1 end line	1

(baseline and endline) and undertake its own research to build a strong knowledge to better inform its strategic and programme planning as well as support advocacy on priority issues (through publications, materials and campaigns developed based on the research).		exercise	
PMER system and guidelines developed, skills improved and discipline enhanced at all levels.	0	Absorbed by WF-BRE process (100%)	100%
A number of new break-through initiatives originating from branches.	N/A	25 (at least one initiative from a branch)	8 (however these 8 initiatives have not been formally recognized since the criteria for innovation has not yet been articulated by SLRCS even though it features as a key indicator in WF-BER reporting mechanism)
Every year SLRCS develops and disseminates at least five case studies on its work with vulnerable communities.	N/A	5	3
Output 2.4: Improved SLRCS youth volunteer management practices with a reinforced focus on the role of youth as agents of change and basic values and attitudes towards volunteering.			
SLRCS refines a youth volunteer management system, policies and procedures.	N/A	Youth rules and procedures are refined and printed	Youth rules and procedures refined. Printing pending.
The number of young people volunteering for SLRCS has increased by 30% from 2011 baselines.	15,890	20,657 (30% increase)	23,002 (45% increase)
Retention of youth volunteers has increased by 20% from 2011 baselines.	15,890	19,068 (20% increase)	23,002 (45% increase)
Output 2.5: Effective and efficient financial management practices.			
Financial procedures refined to enable effective and efficient support to programmes.	A complex Financial manual	1 (To develop a practical handbook on important sections of SLRCS Finance Manual)	0
Awareness on procedures and discipline enhanced at all levels.	N/A	5 workshops on basic Finance	5 workshops (60 participants)

		Management practices for SLRCS branch and NHQ key finance and management staff	
No delays in cash transfers (from national headquarters to branches) and settlement of working advances.	No delays in cash transfers (from national headquarters to branches) and settlement of working advances.	Transfer delays caused more than 10 working days in cash transfers (from NHQ to branches) and settlement of working advances	Reduce fund transfer duration from NHQ to branch to less than 5 days and receive settlements of W/A on time
All SLRCS financial reports produced with full adherence to the reporting conditions agreed with partners.	N/A	Zero complaints and concerns from donors on SLRCS financial reports	Ongoing

Comments on progress towards outcomes

IFRC has continued supporting institutional reforms initiated by SLRCS to reposition the organization and empower its branches. The Re-Engineering, initiated by the National Society three years ago, has moved into a strategic 'Beyond Re-Engineering' phase, described by SLRCS as 'The Way Forward' (WF-BRE). As part of WF-BRE process, performance of SLRCS branches was evaluated monthly against a set of criteria measuring effectiveness of governance and management, actions taken towards sustainability, service delivery, membership, volunteers and youth development, networking, coordination and humanitarian innovation. The piloting period has surfaced a number of lessons, based on which the criteria was adjusted to reduce unhealthy competition for points only as well as to strike a better balance between measuring services and capacity development. A performance evaluation system was introduced for SLRCS National Headquarters staff.

Forty nine new Red Cross units were established. The number of new volunteers and members has far exceeded the targets due to effective community mobilization efforts by SLRCS. Delays have been experienced in finalizing paper work required to start construction of two divisional buildings in Kegalle and Mannar; the activity therefore has been rescheduled to 2014. A total of 150 active community members/leaders in 10 divisions were trained in branch/ community level fundraising, micro enterprises development and management. The number of participants far exceeded the planned number; however only six divisions have since initiated micro-enterprise projects.

All training events planned for 2013 to enhance awareness of branch staff and volunteers on SLRCS constitution, rules and procedures, policies and guidelines have been conducted.

PMER targets have been largely absorbed by WF-BRE process and the plan for 2014 includes mainstreaming of the methodology piloted by WF-BRE into an internal PMER and performance management tool. Archiving of SLRCS financial records has been 100% completed. A total of 60 SLRCS staff members

have been trained through the programme on SLRCS finance manual and finance management practices. Plans for 2014 include supporting SLRCS to upgrade its finance management software and further training for SLRCS branch staff.

SLRCS has stepped up its support to youth development. It has revised SLRCS youth rules and procedures. YABC toolkit was translated into Sinhala and Tamil languages and 30 SLRCS Youth members were trained as YABC peer educators.

The Strategic Plan 2014-2016 has been drafted through a consultative process. The draft has been reviewed by the SLRCS OD policy committee and is planned to be presented to the Central Governing Board (CGB) of SLRCS for approval in the first quarter of 2014. The process has taken longer than initially envisaged having a cascading impact on the development of the resource mobilization plan, which can be developed once the Strategic Plan has been adopted. Both plans are expected to be finalized in 2014.

Business Line 4 – “To heighten Red Cross Red Crescent influence and support for our work”

Outcome 1. SLRCS is respected and recognized as a neutral and impartial humanitarian actor voicing support for the needs and aspirations of vulnerable communities.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Output 1.1: SLRCS has reformed its legal base to strengthen its auxiliary role to the government of Sri Lanka.			
SLRCS systematically engages with the government to increase awareness of its work, mandate and the Fundamental Principles.	N/A	On-going humanitarian diplomacy	On-going humanitarian diplomacy
SLRCS auxiliary role defined within the national legal framework.	No RC law	1	0
SLRCS role and contribution is recognized in the Government's National Response and Contingency Plan (NCP) and National Disaster Management Plan (NDMP).	0	0	0
Output 1.2: SLRCS has an affective communications, relationship management and resource mobilization strategy and capacities that strengthen visibility and understanding of SLRCS work and inspire diversified contributions that match the scale of humanitarian challenges.			
A quality resource mobilization strategy developed based on a thorough analysis of funding trends, donor (government and private business) strategies, and new partnership opportunities.	0	1	0
SLRCS staff and volunteers have been trained to improve their communication, relationship management and resource mobilization skills.	N/A	0	0
The number of reports about the SLRCS on main national Radio/TV stations increased by 100%.	16	62	73
The number of articles about SLRCS in main national newspapers/magazines increased by 100%.	40	108	89

The number of visitors of SLRCS web site increased by 80% from 2011 baselines.	30,000	56,388	43,018
Public perception of SLRCS image improved measured through public opinion surveys and media content analysis.	N/A	1 public survey	0
The number of national and local fundraising campaigns increased by 50%.	N/A	0	0
Local private donations increased by 50% from 2011 indicators.	N/A	0	0
Output 1.3: SLRCS becomes a primary reference for key media in times of disasters.			
Timely, quality press releases, twitters, audio-video visuals.	0	0	0
Communication protocol during disasters developed.	1	0	0
Regular press evens and field visits for the main news organizations facilitated by SLRCS.	N/A	0	4
Output 1.4: SLRCS promotes social inclusion (of minorities, ethnic groups and disadvantaged people) and non-violence.			
Gender, diversity, tolerance and anti-discrimination are mainstreamed in SLRCS national and community-based programmes.	N/A	1	1
An advocacy programme identifying issues pursued by the SLRCS and principle targets developed.	N/A	1	1
Successes and failures of advocacy campaigns evaluated.	N/A	0	0

Comments on progress towards outcomes

Global Beneficiary Communications Boot Camp was hosted in Sri Lanka by SLRCS on 7-11 October 2013. The camp was attended by representatives of all Movement members from different parts of the world (over 80 nationalities). SLRCS hosted Asia Pacific CBHFA workshop on 1-5 October 2013. The events attracted high media attention. Hence, the high number of radio and TV reports.

The underachievement of other targets is largely due to lack of funds.

Business Line 5 – “To deepen our tradition of togetherness through joint working and accountability”

Outcome 1. Partner support to SLRCS is well-coordinated, founded on SLRCS priority needs, and implemented in the spirit of good partnership.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Output 1.1: Effective coordination mechanism is in place to build greater collective responsibility and trust.			
SLRCS has well-established, realistic strategic and operational planning processes that are communicated and	Inconsistent planning practice	1	1

assisted by partners.			
Regular coordination forum established for all Movement partners engaged in Sri Lanka.	Ad hoc meetings	Various programme level coordination meetings	Various programme level coordination meetings
SLRCS programmes are assisted through a pooled funding mechanism and meeting commonly agreed performance and accountability criteria.	N/A	0	0

Comments on progress towards outcomes

Coordination has continued at programme level with all in-country based Movement partners and other stakeholders, including German Red Cross and Canadian Red Cross, Government authorities, UN and other agencies. In 2013, only two PNS will remain in the country – German Red Cross and Canadian Red Cross.

Stakeholder participation and feedback

All programmes assisted by IFRC promote inclusive and participatory processes. With the launch of the IPCR, a number of consultative meetings were held by SLRCS and IFRC with district, divisional secretaries, community level government officials and other stakeholders. Among the participants of the VCA training, we had local level officials such as GNs, Agrarian service officers, teachers and representatives of Disaster Management Centre. These trained officials were instrumental in mobilizing the communities. GNs, midwives, public health inspectors, agrarian service officers, and Samadhi officers, were actively participating in the vulnerability and capacity assessments. Disaster Management Centre is a leading partner of SLRCS in SLRCS disaster management work. The safer school programme, tree planting campaigns and Red Cross junior circle activities are implemented in collaboration with Ministry of Education. SLRCS is developing a partnership with Ministry of Environment and Natural Resources too to promote climate adaptive mitigation measures.

SLRCS is striving to strengthen these ties and develop strategic long-term partnerships positioning the organization as a leading provider of humanitarian assistance to the most vulnerable in the country. Strengthening of its auxiliary role will be important in the endeavour. SLRCS also aims to explore partnership opportunities with the private sector in 2014.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Social and political unrest: Protests against national policies or local issues which may slow or disrupt the progress of community based work and restrict access to project sites.	Medium	Strengthen community mobilization to manage disputes at a local level. National level unrest is beyond our control. However, we have security regulations and continuity plans for such eventualities.
Varied capacities and commitment of branches in different districts	Medium	Strengthen monitoring to identify branches lagging behind and provide additional support as required. Further capacity development of staff and volunteers using standardize tools and curricula.

		Emphasis on improving involvement of branch core staff and governance in implementation and monitoring processes.
Missing expertise in some vital cross-cutting areas such as gender, disability, climate change, livelihoods.	Medium	Strategic partnerships with specialised institutions (e.g., on gender, disability, climate change, livelihoods, etc)
Diluting issues via integrated approach	Medium	Integrated VCA followed by targeted follow-up surveys
Currency depreciation or inflation: Depreciation of Sri Lankan rupee or inflation of prices (during the last 12 months the exchange rate LKR-CHF fluctuated between LKR 131 and LKR 146 for CHF 1).	Medium	Continued monitoring of the market prices and progress/constraints faced by our projects.

Lessons learned and looking ahead

- Resilience building in communities requires longer term commitments and does not fit neatly into a project boundaries. IPCR has had some tangible outputs of vital importance for the communities – addressing needs not covered by large-scale national programmes. The relatively low-budget project also enables SLRCS to establish or strengthen links with communities via dialogue and joint work, and expand its grassroots structure.
- Some SLRCS branches struggled to adhere to a rigorous monthly reporting system with strict deadlines under the WF-BER. Efforts have since been made to improve the system, adjust the scores and train staff, putting greater emphasis on WF-BRE as a capacity development tool. SLRCS plans to institute PMER based on the methodology introduced by the WF-BRE.
- Delays occurred in the start-up of mitigation projects under IPCR; some have therefore been rescheduled for 2014.
- Staff and volunteer retention has been another challenge for SLRCS resurfacing the need for smarter human resource management strategy – a priority identified in SLRCS strategic plan for 2014-2016.
- Besides strengthening the mainstreaming of cross-cutting issues in programmes (i.e. disability and gender), SLRCS aims to strengthen its staff knowledge and understanding through orientation training. A check list has been drafted to promote climate smart programming and will be piloted in 2014.

Financial situation

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

How we work

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

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

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

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

Find out more on www.ifrc.org

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